

US MBD: Mercer Benchmark Database Executive

610.572.130 Top Purchasing Executive

Leads the organization's purchasing/procurement/sourcing function to minimize the organization's overall purchasing costs without compromising quality or reliability of supply. Contributes to the development of the organization's overall supply and logistics strategy. Establishes purchasing budgets, plans, policies, systems, and procedures that will achieve these strategic objectives. Identifies, evaluates, and capitalizes on opportunities to reduce purchasing costs by improving the organization's buying patterns and supply channels. Evaluates, negotiates, and manages the most complex or strategically important supplier and vendor relationships to secure terms that are in the organization's best interest. Frequently reports to a Top Supply Chain Executive, Top Operations Executive, or Chief Financial Officer. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Insurance

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	14	14	142.2	177.3	219.1	222.0	253.7	319.6
Base Salary - Org Wtd	14	14	142.2	177.3	219.1	222.0	253.7	319.6
Base Salary - Incentive Eligible	13	13	141.8	176.5	206.0	219.9	251.4	321.5
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	11	11	30.1	35.6	58.0	74.2	106.0	162.6
Short-term Incentive (Actual)	10	10	35.1	63.4	93.0	113.8	168.1	235.5
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	5	5	--	--	148.9	180.6	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	14	14	176.7	224.7	275.3	303.3	347.5	549.3
Total Cash Comp (Actual) - Org Wtd	14	14	176.7	224.7	275.3	303.3	347.5	549.3
Total Cash Comp (Actual) - Rcvrs	10	10	179.1	252.5	302.6	331.8	400.1	562.7
Total Cash Comp (Target)	13	13	174.0	209.8	273.6	286.5	343.8	482.2
Total Cash Comp (Target) - Rcvrs	11	11	173.7	213.7	278.1	297.2	370.9	487.9

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	14	14	176.7	224.7	286.3	367.8	488.8	828.4
Total Direct Comp (Actual) - Rcvrs	5	5	--	--	504.9	595.4	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	13	13	93%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	8	8	67%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	83%	80%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	83%	100%
Performance Shares/Share Units	50%	60%
Performance Cash Units	17%	0%
Long-term Cash	17%	0%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	10	10	49.0%	49.0%
Short-term Incentive (Threshold)	5	5	12.5%	12.5%
Short-term Incentive (Target)	11	11	30.9%	30.9%
Short-term Incentive (Maximum)	8	8	54.3%	54.3%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	5	5	66.8%	66.8%

Salary Range (Mean)				
Minimum	11	11	148.9	148.9
Midpoint	11	11	207.1	207.1
Maximum	11	11	265.3	265.3

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Life Sciences

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	7	7	--	135.3	209.4	201.5	243.4	--
Base Salary - Org Wtd	7	7	--	135.3	209.4	201.5	243.4	--
Base Salary - Incentive Eligible	6	6	--	--	203.7	200.2	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	4	4	--	--	--	--	--	--
Short-term Incentive (Actual)	4	4	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	2	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	7	7	--	145.0	222.7	236.8	352.9	--
Total Cash Comp (Actual) - Org Wtd	7	7	--	145.0	222.7	236.8	352.9	--
Total Cash Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--
Total Cash Comp (Target)	6	6	--	--	216.4	239.2	--	--
Total Cash Comp (Target) - Rcvrs	4	4	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	7	7	--	181.6	222.7	259.8	367.3	--
Total Direct Comp (Actual) - Rcvrs	*2	2	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	6	6	86%
Sales Incentive	0	0	--%
Profit Sharing	2	2	40%
Long-term Incentive	4	4	57%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	4	4	--%	--%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	4	4	--%	--%
Short-term Incentive (Maximum)	1	1	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	2	2	--%	--%

Salary Range (Mean)				
Minimum	4	4	--	--
Midpoint	4	4	--	--
Maximum	4	4	--	--

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	29	29	123.0	163.5	203.5	212.1	235.6	294.0
Base Salary - Org Wtd	29	29	123.0	163.5	203.5	212.1	235.6	294.0
Base Salary - Incentive Eligible	28	28	121.9	167.0	206.8	215.3	235.8	295.6
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	25	25	42.3	63.8	77.9	108.1	98.2	248.5
Short-term Incentive (Actual)	22	22	14.2	49.5	88.9	108.3	123.0	301.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	17	17	24.2	36.3	72.3	152.1	147.5	385.7

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	29	29	123.0	185.3	274.3	296.3	335.0	620.0
Total Cash Comp (Actual) - Org Wtd	29	29	123.0	185.3	274.3	296.3	335.0	620.0
Total Cash Comp (Actual) - Rcvrs	22	22	193.1	246.5	281.3	336.8	354.8	662.0
Total Cash Comp (Target)	26	26	161.5	246.8	286.8	326.7	321.3	529.5
Total Cash Comp (Target) - Rcvrs	25	25	193.6	249.1	294.2	333.4	322.7	551.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	29	29	123.0	239.1	290.1	385.5	425.2	620.0
Total Direct Comp (Actual) - Rcvrs	17	17	257.4	288.4	366.3	469.0	464.0	865.8

*More than 25% of sample supplied by one organization

Other Durable Goods

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	27	27	96%
Sales Incentive	1	1	5%
Profit Sharing	4	4	24%
Long-term Incentive	19	19	73%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	47%	41%
Share Appreciation Rights (SARs)	5%	6%
Restricted Shares/Share Units	53%	47%
Performance Shares/Share Units	53%	53%
Performance Cash Units	21%	0%
Long-term Cash	32%	35%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	22	22	45.0%	45.0%
Short-term Incentive (Threshold)	10	10	25.8%	25.8%
Short-term Incentive (Target)	25	25	42.5%	42.5%
Short-term Incentive (Maximum)	19	19	82.6%	82.6%
Sales Incentive (Actual)	1	1	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	17	17	49.5%	49.5%

Salary Range (Mean)				
Minimum	10	10	190.9	190.9
Midpoint	10	10	245.6	245.6
Maximum	10	10	300.4	300.4

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Other Non-Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	13	13	174.9	185.0	203.2	213.0	241.5	271.8
Base Salary - Org Wtd	13	13	174.9	185.0	203.2	213.0	241.5	271.8
Base Salary - Incentive Eligible	13	13	174.9	185.0	203.2	213.0	241.5	271.8
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	12	12	46.4	52.1	80.5	76.0	98.7	109.7
Short-term Incentive (Actual)	12	12	22.1	31.7	66.3	74.6	114.8	153.9
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	10	10	26.8	52.4	62.9	259.5	151.2	1,685.2

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	13	13	204.6	245.6	272.1	291.8	354.5	401.1
Total Cash Comp (Actual) - Org Wtd	13	13	204.6	245.6	272.1	291.8	354.5	401.1
Total Cash Comp (Actual) - Rcvrs	13	13	204.6	245.6	272.1	291.8	354.5	401.1
Total Cash Comp (Target)	13	13	197.4	234.4	304.7	283.2	327.4	371.9
Total Cash Comp (Target) - Rcvrs	12	12	226.4	237.1	307.8	291.8	329.5	378.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	13	13	233.2	277.1	335.8	491.4	451.9	1,519.9
Total Direct Comp (Actual) - Rcvrs	10	10	237.8	294.5	342.4	546.9	511.3	1,958.0

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	12	12	92%
Sales Incentive	0	0	0%
Profit Sharing	2	2	17%
Long-term Incentive	10	10	77%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	50%	50%
Share Appreciation Rights (SARs)	10%	10%
Restricted Shares/Share Units	60%	60%
Performance Shares/Share Units	80%	80%
Performance Cash Units	10%	0%
Long-term Cash	0%	0%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	12	12	33.7%	33.7%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	12	12	34.8%	34.8%
Short-term Incentive (Maximum)	8	8	72.2%	72.2%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	10	10	112.3%	112.3%

Salary Range (Mean)				
Minimum	11	11	157.1	157.1
Midpoint	11	11	205.2	205.2
Maximum	11	11	253.4	253.4

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Other Non-Manufacturing

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	17	17	139.3	162.4	211.2	214.3	253.3	290.9
Base Salary - Org Wtd	17	17	139.3	162.4	211.2	214.3	253.3	290.9
Base Salary - Incentive Eligible	14	14	150.7	195.3	218.9	227.9	255.7	324.3
Base Salary - Not Incentive Eligible	*2	2	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	12	12	20.4	60.9	73.9	103.6	124.6	306.3
Short-term Incentive (Actual)	12	12	18.3	62.5	82.8	108.4	171.1	230.7
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	8	8	--	45.0	65.2	110.3	124.1	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	17	17	147.3	170.4	275.9	290.9	360.4	515.9
Total Cash Comp (Actual) - Org Wtd	17	17	147.3	170.4	275.9	290.9	360.4	515.9
Total Cash Comp (Actual) - Rcvs	12	12	164.7	270.2	330.2	341.1	425.3	551.1
Total Cash Comp (Target)	16	16	145.9	174.0	264.9	291.8	363.7	510.0
Total Cash Comp (Target) - Rcvs	12	12	166.8	251.8	311.0	333.7	380.4	652.9

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	17	17	147.3	170.4	328.0	342.7	444.5	594.8
Total Direct Comp (Actual) - Rcvs	8	8	--	313.9	373.2	447.0	463.3	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	14	14	82%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	10	10	59%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	11%	0%
Share Appreciation Rights (SARs)	11%	13%
Restricted Shares/Share Units	56%	63%
Performance Shares/Share Units	11%	13%
Performance Cash Units	0%	0%
Long-term Cash	22%	25%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	12	12	44.2%	44.2%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	12	12	40.0%	40.0%
Short-term Incentive (Maximum)	4	4	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	8	8	40.7%	40.7%

Salary Range (Mean)				
Minimum	8	8	147.1	147.1
Midpoint	8	8	196.5	196.5
Maximum	8	8	245.9	245.9

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Retail & Wholesale

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	29	30	151.0	191.0	224.5	244.4	278.3	398.8
Base Salary - Org Wtd	29	30	150.0	188.1	220.0	243.5	274.9	405.8
Base Salary - Incentive Eligible	28	29	160.0	194.4	229.0	247.7	278.4	405.8
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	27	28	48.2	66.0	79.6	102.1	102.3	211.8
Short-term Incentive (Actual)	22	23	22.8	50.2	76.5	125.4	134.7	447.8
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	14	15	18.7	66.4	84.5	233.7	300.2	930.1

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	29	30	157.1	223.7	295.6	341.5	391.8	640.2
Total Cash Comp (Actual) - Org Wtd	29	30	154.2	222.4	298.8	343.0	396.0	664.0
Total Cash Comp (Actual) - Rcvrs	22	23	219.2	275.5	302.7	379.4	404.6	833.9
Total Cash Comp (Target)	27	28	208.1	271.8	310.0	347.9	381.2	621.4
Total Cash Comp (Target) - Rcvrs	27	28	208.1	271.8	310.0	347.9	381.2	621.4

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	29	30	169.5	223.7	347.4	458.4	481.4	1,220.1
Total Direct Comp (Actual) - Rcvrs	14	15	262.0	361.0	379.5	632.3	575.7	1,637.7

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	28	29	100%
Sales Incentive	0	0	0%
Profit Sharing	3	3	18%
Long-term Incentive	15	16	70%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	50%	27%
Share Appreciation Rights (SARs)	6%	7%
Restricted Shares/Share Units	81%	67%
Performance Shares/Share Units	56%	60%
Performance Cash Units	6%	0%
Long-term Cash	19%	13%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	22	23	44.9%	43.3%
Short-term Incentive (Threshold)	15	16	14.3%	14.0%
Short-term Incentive (Target)	27	28	39.6%	39.1%
Short-term Incentive (Maximum)	17	18	69.5%	67.9%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	14	15	82.2%	78.3%

Salary Range (Mean)				
Minimum	20	21	145.9	146.6
Midpoint	20	21	201.7	203.5
Maximum	20	21	257.6	260.5

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Purchasing Executive 610.572.130

2014

US MBD: Mercer Benchmark Database Executive

610.572.130 Top Purchasing Executive

Leads the organization's purchasing/procurement/sourcing function to minimize the organization's overall purchasing costs without compromising quality or reliability of supply. Contributes to the development of the organization's overall supply and logistics strategy. Establishes purchasing budgets, plans, policies, systems, and procedures that will achieve these strategic objectives. Identifies, evaluates, and capitalizes on opportunities to reduce purchasing costs by improving the organization's buying patterns and supply channels. Evaluates, negotiates, and manages the most complex or strategically important supplier and vendor relationships to secure terms that are in the organization's best interest. Frequently reports to a Top Supply Chain Executive, Top Operations Executive, or Chief Financial Officer. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Services (Non-Financial)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	30	30	132.5	151.3	196.3	209.4	243.7	304.0
Base Salary - Org Wtd	30	30	132.5	151.3	196.3	209.4	243.7	304.0
Base Salary - Incentive Eligible	19	19	173.3	185.0	231.5	233.2	278.5	325.0
Base Salary - Not Incentive Eligible	*2	2	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	13	13	38.1	54.2	69.3	68.9	83.3	109.2
Short-term Incentive (Actual)	13	13	26.4	28.7	62.6	74.2	95.8	203.2
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	10	10	30.6	50.6	82.2	80.2	106.6	145.7

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	30	30	132.5	151.3	228.9	241.5	304.6	405.0
Total Cash Comp (Actual) - Org Wtd	30	30	132.5	151.3	228.9	241.5	304.6	405.0
Total Cash Comp (Actual) - Rcvrs	13	13	219.1	235.0	304.4	322.1	372.8	537.0
Total Cash Comp (Target)	26	26	137.7	151.3	256.5	248.8	319.1	375.7
Total Cash Comp (Target) - Rcvrs	13	13	229.9	250.5	291.1	297.6	342.1	394.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	30	30	132.5	151.3	238.5	268.3	369.0	474.4
Total Direct Comp (Actual) - Rcvrs	10	10	224.3	277.1	379.6	363.6	429.7	500.3

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	19	19	66%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	12	12	44%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	40%	40%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	60%	60%
Performance Shares/Share Units	20%	20%
Performance Cash Units	0%	0%
Long-term Cash	40%	40%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	13	13	28.8%	28.8%
Short-term Incentive (Threshold)	6	6	10.9%	10.9%
Short-term Incentive (Target)	13	13	29.9%	29.9%
Short-term Incentive (Maximum)	9	9	50.7%	50.7%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	10	10	35.6%	35.6%

Salary Range (Mean)				
Minimum	18	18	146.7	146.7
Midpoint	18	18	193.0	193.0
Maximum	18	18	239.2	239.2

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Purchasing Executive 610.572.130

Transportation Equipment

*More than 25% of sample supplied by one organization

2014

US MBD: Mercer Benchmark Database Executive

620.128.130 Top Quality Control Executive

Responsible for all quality control functions, including devising or approving quality specifications to ensure manufacture and legal compliance, plus analytical testing of raw materials, intermediates, and finished products. Also responsible for chemical, biological, and inspection control. Frequently reports to a Top Total Quality Executive, Top Operations Executive, or Top Manufacturing Executive.

All Organizations

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	65	128	116.8	140.9	165.1	173.9	203.2	239.3
Base Salary - Org Wtd	65	128	124.5	150.2	179.5	189.4	215.5	251.1
Base Salary - Incentive Eligible	62	119	115.0	140.7	167.2	174.5	209.1	238.7
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	55	77	27.5	37.9	48.0	63.2	82.9	115.1
Short-term Incentive (Actual)	55	105	6.9	21.3	38.9	47.2	69.8	99.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*4	10	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*23	43	10.6	20.4	35.2	66.2	100.0	158.8

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	65	128	125.7	157.0	191.9	213.4	266.2	328.9
Total Cash Comp (Actual) - Org Wtd	65	128	141.3	170.1	223.9	235.3	284.9	356.1
Total Cash Comp (Actual) - Rcvrs	55	107	126.2	163.9	207.1	221.3	275.0	331.0
Total Cash Comp (Target)	63	126	120.0	144.5	192.3	211.6	261.0	328.0
Total Cash Comp (Target) - Rcvrs	55	77	168.0	198.8	235.4	255.7	302.5	354.2

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	65	128	137.0	159.6	193.7	235.6	280.8	393.9
Total Direct Comp (Actual) - Rcvrs	*23	43	120.9	151.8	262.7	293.4	408.8	503.2

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	62	119	93%
Sales Incentive	0	0	0%
Profit Sharing	6	12	13%
Long-term Incentive	30	64	52%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	16%	21%
Share Appreciation Rights (SARs)	3%	2%
Restricted Shares/Share Units	77%	74%
Performance Shares/Share Units	17%	21%
Performance Cash Units	5%	0%
Long-term Cash	41%	26%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	55	105	27.4%	24.7%
Short-term Incentive (Threshold)	17	18	15.7%	16.2%
Short-term Incentive (Target)	55	77	31.5%	30.9%
Short-term Incentive (Maximum)	37	58	54.7%	54.8%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	4	10	--%	--%
Long-term Incentive (Black-Scholes)	23	43	37.0%	32.8%

Salary Range (Mean)				
Minimum	45	68	137.0	140.0
Midpoint	45	68	178.3	182.7
Maximum	45	68	219.6	225.5

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Quality Control Executive 620.128.130

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US MBD: Mercer Benchmark Database Executive

620.128.130 Top Quality Control Executive

Consumer Goods

Responsible for all quality control functions, including devising or approving quality specifications to ensure manufacture and legal compliance, plus analytical testing of raw materials, intermediates, and finished products. Also responsible for chemical, biological, and inspection control. Frequently reports to a Top Total Quality Executive, Top Operations Executive, or Top Manufacturing Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	17	19	145.6	167.2	191.0	193.2	220.2	244.7
Base Salary - Org Wtd	17	19	144.6	163.6	191.6	192.4	220.7	244.9
Base Salary - Incentive Eligible	17	19	145.6	167.2	191.0	193.2	220.2	244.7
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	17	19	28.1	48.0	76.4	78.2	107.4	115.6
Short-term Incentive (Actual)	16	18	16.8	26.0	68.2	63.4	95.6	113.4
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	10	12	16.9	41.3	81.6	78.4	101.3	141.8

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	17	19	163.9	200.0	257.9	253.5	296.7	337.3
Total Cash Comp (Actual) - Org Wtd	17	19	159.3	193.5	242.5	247.5	300.7	334.8
Total Cash Comp (Actual) - Rcvrs	16	18	168.3	217.9	260.6	259.8	303.4	339.5
Total Cash Comp (Target)	17	19	170.4	210.2	285.4	271.5	342.5	346.1
Total Cash Comp (Target) - Rcvrs	17	19	170.4	210.2	285.4	271.5	342.5	346.1

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	17	19	163.9	209.1	317.6	303.0	392.3	425.1
Total Direct Comp (Actual) - Rcvrs	10	12	225.2	281.7	374.7	358.5	416.4	486.7

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	17	19	100%
Sales Incentive	0	0	0%
Profit Sharing	2	2	20%
Long-term Incentive	12	14	78%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	43%	50%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	50%	50%
Performance Shares/Share Units	36%	33%
Performance Cash Units	7%	0%
Long-term Cash	36%	33%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	16	18	28.9%	31.5%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	17	19	36.6%	39.2%
Short-term Incentive (Maximum)	9	11	68.4%	72.1%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	10	12	36.1%	37.4%

Salary Range (Mean)				
Minimum	14	16	149.6	150.5
Midpoint	14	16	194.6	194.7
Maximum	14	16	239.5	238.9

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Quality Control Executive 620.128.130

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620.128.130 Top Quality Control Executive

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Life Sciences

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility			
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd
Base Salary									Short-term Incentive	5	6	86%
Base Salary - Inc Wtd	*6	7	--	--	171.1	180.5	--	--	Sales Incentive	0	--	--%
Base Salary - Org Wtd	*6	7	--	--	172.0	181.5	--	--	Profit Sharing	1	2	--%
Base Salary - Incentive Eligible	*5	6	--	--	--	--	--	--	Long-term Incentive	1	2	29%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--				
Incentives									Of Those LTI Eligible:			
Short-term Incentive (Target)	*5	6	--	--	--	--	--	--	Stock/Share Options	% Eligible		% Receiving
Short-term Incentive (Actual)	*5	6	--	--	--	--	--	--	Share Appreciation Rights (SARs)	--%		--%
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	--%		--%
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	--%		--%
Profit Sharing (Actual)	*1	2	--	--	--	--	--	--	Performance Cash Units	--%		--%
Long-term Incentive (Black-Scholes)	*1	2	--	--	--	--	--	--	Long-term Cash	--%		--%
Total Cash Compensation									Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Inc Wtd	*6	7	--	--	204.0	209.1	--	--	Short-term Incentive (Actual)	Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Org Wtd	*6	7	--	--	202.6	209.2	--	--	Short-term Incentive (Threshold)	5	6	--%
Total Cash Comp (Actual) - Rcvrs	*5	6	--	--	--	--	--	--	Short-term Incentive (Target)	1	1	--%
Total Cash Comp (Target)	*6	7	--	--	222.5	234.8	--	--	Short-term Incentive (Maximum)	5	6	--%
Total Cash Comp (Target) - Rcvrs	*5	6	--	--	--	--	--	--	Sales Incentive (Actual)	2	3	--%
									Sales Incentive (Target)	0	0	--%
									Profit Sharing (Actual)	0	0	--%
									Long-term Incentive (Black-Scholes)	1	2	--%
									Long-term Incentive (Black-Scholes)	1	2	--%
Total Direct Compensation (Black-Scholes)									Salary Range (Mean)			
Total Direct Comp (Actual)	*6	7	--	--	237.9	220.5	--	--	Minimum	4	5	--
Total Direct Comp (Actual) - Rcvrs	*1	2	--	--	--	--	--	--	Midpoint	4	5	--
*More than 25% of sample supplied by one organization									Maximum	4	5	--

*More than 25% of sample supplied by one organization

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	13	15	113.5	144.6	155.3	171.2	188.3	279.9
Base Salary - Org Wtd	13	15	112.7	133.4	155.3	169.6	183.4	290.4
Base Salary - Incentive Eligible	13	15	113.5	144.6	155.3	171.2	188.3	279.9
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	13	15	18.7	29.4	36.4	47.8	47.1	119.8
Short-term Incentive (Actual)	12	14	27.3	35.1	42.2	53.5	61.1	117.8
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*4	5	--	--	--	--	--	--

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	13	15	140.9	169.7	190.3	221.4	232.2	399.1
Total Cash Comp (Actual) - Org Wtd	13	15	140.0	157.2	190.3	219.2	236.5	406.7
Total Cash Comp (Actual) - Rcvs	12	14	140.4	180.8	198.7	226.9	248.5	402.9
Total Cash Comp (Target)	13	15	132.1	173.6	190.2	219.0	235.4	399.7
Total Cash Comp (Target) - Rcvs	13	15	132.1	173.6	190.2	219.0	235.4	399.7

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	13	15	140.9	184.5	193.0	247.2	265.1	511.4
Total Direct Comp (Actual) - Rcvs	*4	5	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Other Durable Goods

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	13	15	100%
Sales Incentive	0	0	0%
Profit Sharing	1	1	10%
Long-term Incentive	4	5	33%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	12	14	29.4%	29.4%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	13	15	25.6%	25.6%
Short-term Incentive (Maximum)	11	13	48.7%	49.0%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	4	5	--%	--%

Salary Range (Mean)

Minimum	11	13	125.1	127.2
Midpoint	11	13	165.5	167.8
Maximum	11	13	206.0	208.4

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Retail & Wholesale

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	5	5	--	--	235.9	249.0	--	--
Base Salary - Org Wtd	5	5	--	--	235.9	249.0	--	--
Base Salary - Incentive Eligible	5	5	--	--	235.9	249.0	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	4	4	--	--	--	--	--	--
Short-term Incentive (Actual)	5	5	--	--	78.4	87.4	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	2	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	5	5	--	--	291.8	336.3	--	--
Total Cash Comp (Actual) - Org Wtd	5	5	--	--	291.8	336.3	--	--
Total Cash Comp (Actual) - Rcvrs	5	5	--	--	291.8	336.3	--	--
Total Cash Comp (Target)	4	4	--	--	--	--	--	--
Total Cash Comp (Target) - Rcvrs	4	4	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	5	5	--	--	357.8	397.7	--	--
Total Direct Comp (Actual) - Rcvrs	*2	2	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	5	5	100%
Sales Incentive	0	--	--%
Profit Sharing	0	0	--%
Long-term Incentive	3	3	60%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	5	5	34.4%	34.4%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	4	4	--%	--%
Short-term Incentive (Maximum)	2	2	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	2	2	--%	--%

Salary Range (Mean)				
Minimum	2	2	--	--
Midpoint	2	2	--	--
Maximum	2	2	--	--

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Quality Control Executive 620.128.130

2014

US MBD: Mercer Benchmark Database Executive

620.128.130 Top Quality Control Executive

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Services (Non-Financial)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*5	7	--	--	209.1	230.5	--	--
Base Salary - Org Wtd	*5	7	--	--	210.0	246.8	--	--
Base Salary - Incentive Eligible	*5	7	--	--	209.1	230.5	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*3	3	--	--	--	--	--	--
Short-term Incentive (Actual)	*2	3	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*1	1	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*5	7	--	--	237.2	268.0	--	--
Total Cash Comp (Actual) - Org Wtd	*5	7	--	--	237.2	280.2	--	--
Total Cash Comp (Actual) - Rcvrs	*2	3	--	--	--	--	--	--
Total Cash Comp (Target)	*5	7	--	--	215.2	292.4	--	--
Total Cash Comp (Target) - Rcvrs	*3	3	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*5	7	--	--	251.7	274.0	--	--
Total Direct Comp (Actual) - Rcvrs	*1	1	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	5	7	100%
Sales Incentive	0	0	--%
Profit Sharing	0	--	--%
Long-term Incentive	4	5	71%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	2	3	--%	--%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	3	3	--%	--%
Short-term Incentive (Maximum)	3	3	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	1	1	--%	--%

Salary Range (Mean)				
Minimum	2	2	--	--
Midpoint	2	2	--	--
Maximum	2	2	--	--

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Quality Control Executive 620.128.130

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620.128.130 Top Quality Control Executive

Responsible for all quality control functions, including devising or approving quality specifications to ensure manufacture and legal compliance, plus analytical testing of raw materials, intermediates, and finished products. Also responsible for chemical, biological, and inspection control. Frequently reports to a Top Total Quality Executive, Top Operations Executive, or Top Manufacturing Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*5	10	--	--	159.2	186.8	--	--
Base Salary - Org Wtd	*5	10	--	--	179.5	194.2	--	--
Base Salary - Incentive Eligible	*3	3	--	--	--	--	--	--
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*2	2	--	--	--	--	--	--
Short-term Incentive (Actual)	*2	2	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	0	0	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*5	10	--	--	159.2	199.5	--	--
Total Cash Comp (Actual) - Org Wtd	*5	10	--	--	179.5	219.6	--	--
Total Cash Comp (Actual) - Rcvrs	*2	2	--	--	--	--	--	--
Total Cash Comp (Target)	*4	9	--	--	--	--	--	--
Total Cash Comp (Target) - Rcvrs	*2	2	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*5	10	--	--	159.2	199.5	--	--
Total Direct Comp (Actual) - Rcvrs	0	0	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Transportation Equipment

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	3	--	--%
Sales Incentive	0	0	--%
Profit Sharing	1	1	--%
Long-term Incentive	0	--	--%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	2	2	--%	--%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	2	2	--%	--%
Short-term Incentive (Maximum)	2	2	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	0	0	--%	--%

Salary Range (Mean)				
Minimum	1	1	--	--
Midpoint	1	1	--	--
Maximum	1	1	--	--

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All Organizations

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	117	142	143.6	174.3	204.4	221.5	260.1	312.7
Base Salary - Org Wtd	117	142	142.4	166.2	204.0	219.6	261.5	310.1
Base Salary - Incentive Eligible	110	128	149.7	178.1	213.8	227.9	272.6	318.8
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	97	111	32.2	46.6	67.5	91.6	115.5	181.9
Short-term Incentive (Actual)	97	114	17.2	35.9	61.3	92.6	110.6	200.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	5	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	57	60	22.9	45.4	79.9	119.5	139.8	272.5

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	117	142	169.3	202.2	252.8	296.0	348.3	472.5
Total Cash Comp (Actual) - Org Wtd	117	142	165.0	206.4	260.0	293.9	348.4	459.3
Total Cash Comp (Actual) - Rcvrs	97	114	179.8	226.5	269.3	319.2	374.7	528.5
Total Cash Comp (Target)	110	134	169.7	209.0	264.9	298.0	355.4	463.2
Total Cash Comp (Target) - Rcvrs	97	111	191.9	226.8	274.5	318.5	374.0	490.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	117	142	169.7	219.9	278.3	346.5	423.0	646.3
Total Direct Comp (Actual) - Rcvrs	57	60	242.5	299.8	368.1	445.1	531.4	735.0

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	110	128	91%
Sales Incentive	0	0	0%
Profit Sharing	6	10	14%
Long-term Incentive	70	77	59%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	47%	42%
Share Appreciation Rights (SARs)	4%	5%
Restricted Shares/Share Units	71%	72%
Performance Shares/Share Units	39%	37%
Performance Cash Units	4%	3%
Long-term Cash	24%	23%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	97	114	37.2%	37.3%
Short-term Incentive (Threshold)	30	30	13.2%	13.2%
Short-term Incentive (Target)	97	111	35.5%	36.9%
Short-term Incentive (Maximum)	57	66	64.3%	60.1%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	5	--%	--%
Long-term Incentive (Black-Scholes)	57	60	45.8%	46.4%

Salary Range (Mean)				
Minimum	79	101	148.8	156.5
Midpoint	79	101	198.0	206.5
Maximum	79	101	247.1	256.5

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Energy

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	5	5	--	--	190.5	191.2	--	--
Base Salary - Org Wtd	5	5	--	--	190.5	191.2	--	--
Base Salary - Incentive Eligible	4	4	--	--	--	--	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	4	4	--	--	--	--	--	--
Short-term Incentive (Actual)	4	4	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	2	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	5	5	--	--	235.6	228.2	--	--
Total Cash Comp (Actual) - Org Wtd	5	5	--	--	235.6	228.2	--	--
Total Cash Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--
Total Cash Comp (Target)	5	5	--	--	247.7	236.1	--	--
Total Cash Comp (Target) - Rcvrs	4	4	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	5	5	--	--	254.4	257.3	--	--
Total Direct Comp (Actual) - Rcvrs	*2	2	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	4	4	80%
Sales Incentive	0	0	--%
Profit Sharing	0	--	--%
Long-term Incentive	3	3	60%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	4	4	--%	--%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	4	4	--%	--%
Short-term Incentive (Maximum)	4	4	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	2	2	--%	--%

Salary Range (Mean)				
Minimum	5	5	145.2	145.2
Midpoint	5	5	182.5	182.5
Maximum	5	5	219.9	219.9

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Financial Services

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	5	5	--	--	198.0	237.4	--	--
Base Salary - Org Wtd	5	5	--	--	198.0	237.4	--	--
Base Salary - Incentive Eligible	5	5	--	--	198.0	237.4	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*2	2	--	--	--	--	--	--
Short-term Incentive (Actual)	5	5	--	--	55.0	140.1	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	2	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	5	5	--	--	253.0	377.5	--	--
Total Cash Comp (Actual) - Org Wtd	5	5	--	--	253.0	377.5	--	--
Total Cash Comp (Actual) - Rcvs	5	5	--	--	253.0	377.5	--	--
Total Cash Comp (Target)	*3	3	--	--	--	--	--	--
Total Cash Comp (Target) - Rcvs	*2	2	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	5	5	--	--	277.0	434.3	--	--
Total Direct Comp (Actual) - Rcvs	*2	2	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	5	5	100%
Sales Incentive	0	--	--%
Profit Sharing	1	--	--%
Long-term Incentive	3	3	--%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	5	5	47.0%	47.0%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	2	2	--%	--%
Short-term Incentive (Maximum)	0	0	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	2	2	--%	--%

Salary Range (Mean)				
Minimum	2	2	--	--
Midpoint	2	2	--	--
Maximum	2	2	--	--

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Insurance

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	16	16	146.6	198.5	216.9	223.0	257.0	299.2
Base Salary - Org Wtd	16	16	146.6	198.5	216.9	223.0	257.0	299.2
Base Salary - Incentive Eligible	15	15	172.7	200.0	222.7	227.9	259.4	300.6
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	15	15	31.4	51.0	78.0	84.6	116.7	175.0
Short-term Incentive (Actual)	15	15	50.9	67.6	88.6	109.3	106.3	238.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	9	9	--	40.0	97.6	111.1	186.4	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	16	16	178.0	273.2	289.7	325.5	361.1	522.6
Total Cash Comp (Actual) - Org Wtd	16	16	178.0	273.2	289.7	325.5	361.1	522.6
Total Cash Comp (Actual) - Rcvs	15	15	235.4	273.7	299.7	337.2	363.1	538.7
Total Cash Comp (Target)	16	16	171.7	256.3	284.0	302.3	366.5	461.9
Total Cash Comp (Target) - Rcvs	15	15	200.8	260.0	293.6	312.4	376.1	466.6

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	16	16	178.0	274.9	336.5	388.0	445.8	752.8
Total Direct Comp (Actual) - Rcvs	9	9	--	356.4	400.7	494.2	667.0	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	15	15	94%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	10	10	63%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	33%	33%
Share Appreciation Rights (SARs)	11%	11%
Restricted Shares/Share Units	67%	44%
Performance Shares/Share Units	56%	44%
Performance Cash Units	11%	11%
Long-term Cash	22%	22%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	15	15	45.5%	45.5%
Short-term Incentive (Threshold)	4	4	--%	--%
Short-term Incentive (Target)	15	15	35.5%	35.5%
Short-term Incentive (Maximum)	7	7	59.4%	59.4%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	9	9	43.2%	43.2%

Salary Range (Mean)				
Minimum	11	11	146.4	146.4
Midpoint	11	11	196.5	196.5
Maximum	11	11	246.5	246.5

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Other Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	8	9	--	124.1	150.3	180.6	246.9	--
Base Salary - Org Wtd	8	9	--	143.4	190.6	190.4	247.8	--
Base Salary - Incentive Eligible	7	7	--	144.8	231.0	202.9	248.7	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	7	7	--	35.7	73.5	66.9	89.5	--
Short-term Incentive (Actual)	7	7	--	15.8	26.1	39.0	52.5	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	3	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	8	9	--	136.6	202.8	211.0	258.9	--
Total Cash Comp (Actual) - Org Wtd	8	9	--	171.1	229.9	224.5	259.9	--
Total Cash Comp (Actual) - Rcvrs	7	7	--	180.3	257.0	241.9	260.8	--
Total Cash Comp (Target)	8	9	--	139.5	198.4	232.7	336.5	--
Total Cash Comp (Target) - Rcvrs	7	7	--	178.7	318.5	269.8	338.3	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	8	9	--	136.6	252.8	277.5	441.2	--
Total Direct Comp (Actual) - Rcvrs	*3	3	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	7	7	78%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	3	3	38%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	7	7	20.1%	20.1%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	7	7	31.9%	31.9%
Short-term Incentive (Maximum)	4	4	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	3	3	--%	--%

Salary Range (Mean)				
Minimum	6	7	129.0	122.9
Midpoint	6	7	167.1	159.5
Maximum	6	7	205.1	196.2

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Other Non-Manufacturing

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*9	27	--	--	200.6	235.1	--	--
Base Salary - Org Wtd	*9	27	--	187.6	201.1	242.7	318.5	--
Base Salary - Incentive Eligible	*9	21	176.4	192.5	205.2	247.1	317.5	368.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*7	18	37.5	38.8	48.0	140.9	308.8	343.5
Short-term Incentive (Actual)	*9	21	6.0	20.1	50.8	144.3	316.6	390.4
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	5	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	4	4	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*9	27	--	--	244.3	348.3	--	--
Total Cash Comp (Actual) - Org Wtd	*9	27	--	230.4	258.2	407.5	710.9	--
Total Cash Comp (Actual) - Rcvs	*9	21	196.3	231.7	255.0	392.6	656.7	765.2
Total Cash Comp (Target)	*8	25	--	--	238.2	337.5	--	--
Total Cash Comp (Target) - Rcvs	*7	18	214.2	230.7	261.8	387.6	637.9	687.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*9	27	--	--	244.3	380.5	--	--
Total Direct Comp (Actual) - Rcvs	4	4	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	9	--	--%
Sales Incentive	0	--	--%
Profit Sharing	1	--	--%
Long-term Incentive	5	--	--%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	9	21	57.1%	48.3%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	7	18	47.4%	48.4%
Short-term Incentive (Maximum)	3	10	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	5	--%	--%
Long-term Incentive (Black-Scholes)	4	4	--%	--%

Salary Range (Mean)				
Minimum	5	21	169.6	183.7
Midpoint	5	21	221.9	236.1
Maximum	5	21	274.3	288.5

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Real Estate Executive 800.934.130

2014

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800.934.130 Top Real Estate Executive

Responsible for planning, controlling, and directing the real estate activities of the organization, such as site location and acquisition, building and land acquisition and disposition, and space leasing. May be responsible for property management. Frequently reports to a Chief Executive Officer or Top Administrative Executive.

Retail & Wholesale

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	34	37	148.1	169.8	225.0	233.4	284.3	339.0
Base Salary - Org Wtd	34	37	144.9	171.4	232.3	236.0	281.7	343.2
Base Salary - Incentive Eligible	34	37	148.1	169.8	225.0	233.4	284.3	339.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	33	36	42.1	54.2	77.6	91.8	120.0	137.2
Short-term Incentive (Actual)	27	30	32.6	58.2	94.3	96.0	128.8	188.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	19	22	38.1	67.5	85.5	140.0	163.3	320.4

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	34	37	196.4	231.5	296.3	311.2	400.9	458.5
Total Cash Comp (Actual) - Org Wtd	34	37	190.0	231.2	298.2	313.0	409.8	460.4
Total Cash Comp (Actual) - Rcvs	27	30	182.8	240.2	312.6	324.8	433.3	462.9
Total Cash Comp (Target)	34	37	195.3	225.3	313.7	322.7	403.9	457.7
Total Cash Comp (Target) - Rcvs	33	36	202.5	231.7	314.4	327.8	406.4	459.6

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	34	37	196.4	268.3	334.5	394.5	457.9	718.1
Total Direct Comp (Actual) - Rcvs	19	22	265.2	312.8	366.8	473.3	611.5	747.6

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	34	37	100%
Sales Incentive	0	0	0%
Profit Sharing	4	4	17%
Long-term Incentive	23	26	81%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	54%	59%
Share Appreciation Rights (SARs)	4%	5%
Restricted Shares/Share Units	85%	86%
Performance Shares/Share Units	35%	36%
Performance Cash Units	0%	0%
Long-term Cash	35%	27%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	27	30	42.0%	42.0%
Short-term Incentive (Threshold)	10	10	12.8%	12.8%
Short-term Incentive (Target)	33	36	37.5%	37.3%
Short-term Incentive (Maximum)	19	21	77.7%	76.1%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	19	22	52.5%	53.3%

Salary Range (Mean)				
Minimum	22	24	164.0	161.3
Midpoint	22	24	220.6	216.4
Maximum	22	24	277.1	271.5

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Services (Non-Financial)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	32	35	126.2	150.5	204.8	217.8	262.5	314.9
Base Salary - Org Wtd	32	35	121.4	149.8	193.0	210.5	280.2	312.7
Base Salary - Incentive Eligible	28	31	136.6	165.0	209.5	225.7	286.1	316.8
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	22	22	15.8	28.8	70.0	71.3	97.7	126.1
Short-term Incentive (Actual)	22	24	5.0	23.5	40.5	58.0	86.3	128.9
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	12	12	7.6	23.2	59.7	61.8	104.8	140.0

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	32	35	128.9	177.3	241.1	257.6	320.7	421.6
Total Cash Comp (Actual) - Org Wtd	32	35	124.3	172.2	231.1	252.8	318.7	403.2
Total Cash Comp (Actual) - Rcvrs	22	24	161.6	186.7	248.4	283.2	376.5	478.1
Total Cash Comp (Target)	29	32	126.7	178.3	249.4	267.7	361.5	445.4
Total Cash Comp (Target) - Rcvrs	22	22	166.3	189.2	272.9	290.2	371.8	445.4

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	32	35	128.9	185.7	246.8	278.8	373.8	505.9
Total Direct Comp (Actual) - Rcvrs	12	12	183.6	240.2	359.0	355.9	458.7	540.1

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	28	31	91%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	16	16	52%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	56%	42%
Share Appreciation Rights (SARs)	6%	8%
Restricted Shares/Share Units	44%	50%
Performance Shares/Share Units	25%	33%
Performance Cash Units	0%	0%
Long-term Cash	25%	33%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	22	24	26.1%	24.3%
Short-term Incentive (Threshold)	11	11	13.2%	13.2%
Short-term Incentive (Target)	22	22	30.3%	30.3%
Short-term Incentive (Maximum)	15	15	52.2%	52.2%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	12	12	27.2%	27.2%

Salary Range (Mean)				
Minimum	21	24	144.4	155.2
Midpoint	21	24	190.9	205.1
Maximum	21	24	237.3	255.1

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110.200.130 Top Regulatory Affairs/Compliance Executive

All Organizations

Responsible for the development, implementation, and enforcement of the compliance program. Consults on an ongoing basis on related issues with operation managers and executives. Ensures conformance with applicable laws and regulations and ensures regular training is conducted on regulatory affairs/compliance issues. Frequently reports to a Top Legal Executive/General Counsel. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility			
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd
Base Salary												
Base Salary - Inc Wtd	201	202	154.9	183.6	222.1	233.9	278.6	324.6	Short-term Incentive	182	183	94%
Base Salary - Org Wtd	201	202	154.8	183.2	222.0	233.5	276.4	324.2	Sales Incentive	0	0	0%
Base Salary - Incentive Eligible	183	184	154.9	184.7	222.9	234.6	280.5	324.8	Profit Sharing	12	12	10%
Base Salary - Not Incentive Eligible	6	6	--	--	230.5	241.8	--	--	Long-term Incentive	111	112	60%
Incentives												
Short-term Incentive (Target)	149	150	31.0	49.8	74.0	93.4	122.8	179.7	Of Those LTI Eligible:			
Short-term Incentive (Actual)	151	152	20.3	43.4	74.2	106.5	122.6	250.9		% Eligible		% Receiving
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Stock/Share Options	31%		28%
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)	6%		5%
Profit Sharing (Actual)	7	7	--	2.0	8.8	17.9	12.8	--	Restricted Shares/Share Units	70%		65%
Long-term Incentive (Black-Scholes)	94	95	27.2	50.5	102.1	173.8	189.0	418.2	Performance Shares/Share Units	39%		35%
Total Cash Compensation									Performance Cash Units	10%		5%
Total Cash Comp (Actual) - Inc Wtd	201	202	171.3	217.3	281.1	314.6	359.4	525.1	Long-term Cash	24%		21%
Total Cash Comp (Actual) - Org Wtd	201	202	171.2	216.8	279.3	314.3	358.2	527.7	Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Rcvrs	153	154	177.3	238.0	296.0	338.9	389.5	571.0		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Target)	176	177	177.2	225.0	288.6	312.2	369.5	492.0	Short-term Incentive (Actual)	151	152	42.1%
Total Cash Comp (Target) - Rcvrs	149	150	191.4	240.3	301.2	328.2	384.5	522.5	Short-term Incentive (Threshold)	45	45	16.4%
Total Direct Compensation (Black-Scholes)									Short-term Incentive (Target)	149	150	36.8%
Total Direct Comp (Actual)	201	202	171.3	225.0	307.6	396.4	484.0	659.6	Short-term Incentive (Maximum)	93	94	57.6%
Total Direct Comp (Actual) - Rcvrs	94	95	260.9	323.2	437.4	540.2	606.5	902.0	Sales Incentive (Actual)	0	0	--%
Salary Range (Mean)									Sales Incentive (Target)	0	0	--%
									Profit Sharing (Actual)	7	7	8.3%
									Long-term Incentive (Black-Scholes)	94	95	60.8%
									Salary Range (Mean)			
									Minimum	112	113	165.4
									Midpoint	112	113	223.4
									Maximum	112	113	281.5

*More than 25% of sample supplied by one organization

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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110.200.130 Top Regulatory Affairs/Compliance Executive

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Consumer Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	11	11	156.1	169.7	202.1	222.2	218.0	434.0
Base Salary - Org Wtd	11	11	156.1	169.7	202.1	222.2	218.0	434.0
Base Salary - Incentive Eligible	11	11	156.1	169.7	202.1	222.2	218.0	434.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	9	9	--	45.5	62.0	85.6	89.8	--
Short-term Incentive (Actual)	8	8	--	43.4	56.0	87.7	68.0	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	5	5	--	--	36.8	254.9	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	11	11	159.3	214.4	254.9	293.4	284.0	727.0
Total Cash Comp (Actual) - Org Wtd	11	11	159.3	214.4	254.9	293.4	284.0	727.0
Total Cash Comp (Actual) - Rcvrs	10	10	180.3	222.2	257.4	307.3	287.8	780.5
Total Cash Comp (Target)	11	11	187.9	212.1	243.1	292.3	301.0	685.1
Total Cash Comp (Target) - Rcvrs	9	9	--	214.6	257.4	310.5	314.3	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	11	11	162.4	214.4	260.0	409.3	303.0	1,641.9
Total Direct Comp (Actual) - Rcvrs	5	5	--	--	303.0	615.4	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	10	10	91%
Sales Incentive	0	0	0%
Profit Sharing	2	2	33%
Long-term Incentive	6	6	55%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	20%	20%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	60%	60%
Performance Shares/Share Units	40%	40%
Performance Cash Units	0%	0%
Long-term Cash	40%	40%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	8	8	30.9%	30.9%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	9	9	33.9%	33.9%
Short-term Incentive (Maximum)	4	4	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	5	5	61.7%	61.7%

Salary Range (Mean)				
Minimum	8	8	169.9	169.9
Midpoint	8	8	230.5	230.5
Maximum	8	8	291.0	291.0

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Energy

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	22	22	126.8	170.8	218.7	218.0	245.0	314.7
Base Salary - Org Wtd	22	22	126.8	170.8	218.7	218.0	245.0	314.7
Base Salary - Incentive Eligible	22	22	126.8	170.8	218.7	218.0	245.0	314.7
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	19	19	26.4	31.2	74.0	82.5	96.8	161.2
Short-term Incentive (Actual)	18	18	13.0	48.2	105.7	96.7	117.2	173.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	13	13	43.4	72.6	110.2	198.4	159.8	799.2

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	22	22	153.5	177.5	294.9	297.2	349.5	446.8
Total Cash Comp (Actual) - Org Wtd	22	22	153.5	177.5	294.9	297.2	349.5	446.8
Total Cash Comp (Actual) - Rcvrs	18	18	150.3	234.4	311.8	313.1	351.7	504.6
Total Cash Comp (Target)	21	21	156.1	194.6	265.4	292.4	334.8	472.9
Total Cash Comp (Target) - Rcvrs	19	19	151.4	187.2	265.4	296.5	338.9	483.7

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	22	22	153.5	200.9	350.2	414.4	471.9	776.2
Total Direct Comp (Actual) - Rcvrs	13	13	255.8	357.7	436.2	548.7	489.4	1,431.8

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	22	22	100%
Sales Incentive	0	0	0%
Profit Sharing	2	2	14%
Long-term Incentive	14	14	70%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	7%	0%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	79%	77%
Performance Shares/Share Units	43%	31%
Performance Cash Units	0%	0%
Long-term Cash	21%	15%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	18	18	41.1%	41.1%
Short-term Incentive (Threshold)	6	6	13.3%	13.3%
Short-term Incentive (Target)	19	19	34.4%	34.4%
Short-term Incentive (Maximum)	12	12	57.6%	57.6%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	13	13	70.1%	70.1%

Salary Range (Mean)				
Minimum	12	12	169.1	169.1
Midpoint	12	12	218.9	218.9
Maximum	12	12	268.7	268.7

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Financial Services

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	27	27	159.5	181.0	250.0	248.2	300.0	365.2
Base Salary - Org Wtd	27	27	159.5	181.0	250.0	248.2	300.0	365.2
Base Salary - Incentive Eligible	25	25	159.0	183.0	250.4	251.8	301.0	368.9
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	19	19	43.7	56.7	88.3	106.9	126.7	228.0
Short-term Incentive (Actual)	25	25	29.5	74.3	107.1	155.5	218.3	361.3
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	12	12	16.1	52.8	94.2	200.3	246.5	795.8

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	27	27	194.4	238.3	384.8	392.2	481.9	643.8
Total Cash Comp (Actual) - Org Wtd	27	27	194.4	238.3	384.8	392.2	481.9	643.8
Total Cash Comp (Actual) - Rcvrs	25	25	201.4	279.6	385.0	407.3	486.0	681.1
Total Cash Comp (Target)	22	22	202.6	253.4	309.4	340.2	411.8	562.3
Total Cash Comp (Target) - Rcvrs	19	19	204.8	259.0	350.0	355.5	422.7	578.4

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	27	27	194.4	317.8	388.5	481.2	546.2	851.3
Total Direct Comp (Actual) - Rcvrs	12	12	320.5	370.4	510.3	637.8	664.9	1,522.4

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	25	25	96%
Sales Incentive	0	0	0%
Profit Sharing	2	2	17%
Long-term Incentive	15	15	63%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	40%	50%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	93%	100%
Performance Shares/Share Units	27%	8%
Performance Cash Units	7%	0%
Long-term Cash	20%	17%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	25	25	62.6%	62.6%
Short-term Incentive (Threshold)	4	4	--%	--%
Short-term Incentive (Target)	19	19	41.0%	41.0%
Short-term Incentive (Maximum)	12	12	66.0%	66.0%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	12	12	63.0%	63.0%

Salary Range (Mean)				
Minimum	16	16	160.7	160.7
Midpoint	16	16	227.9	227.9
Maximum	16	16	295.1	295.1

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Insurance

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	37	37	179.8	188.9	245.7	253.9	305.0	359.0
Base Salary - Org Wtd	37	37	179.8	188.9	245.7	253.9	305.0	359.0
Base Salary - Incentive Eligible	36	36	179.6	187.1	241.1	253.3	307.5	361.0
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	32	32	38.3	47.1	70.8	102.5	142.3	218.8
Short-term Incentive (Actual)	33	33	32.7	55.7	73.3	133.8	199.1	361.2
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	24	24	18.1	47.0	79.3	163.1	197.1	454.6

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	37	37	217.3	241.1	291.5	373.3	455.4	673.4
Total Cash Comp (Actual) - Org Wtd	37	37	217.3	241.1	291.5	373.3	455.4	673.4
Total Cash Comp (Actual) - Rcvs	33	33	216.4	239.5	297.2	380.7	499.2	700.2
Total Cash Comp (Target)	34	34	222.2	239.6	291.3	349.0	412.0	565.8
Total Cash Comp (Target) - Rcvs	32	32	218.8	237.9	291.3	352.8	429.9	568.1

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	37	37	220.1	273.2	310.4	479.1	640.2	889.3
Total Direct Comp (Actual) - Rcvs	24	24	279.3	292.3	571.2	594.9	845.7	1,058.9

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	36	36	97%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	26	26	76%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	16%	13%
Share Appreciation Rights (SARs)	8%	4%
Restricted Shares/Share Units	40%	38%
Performance Shares/Share Units	24%	17%
Performance Cash Units	28%	17%
Long-term Cash	40%	38%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	33	33	48.2%	48.2%
Short-term Incentive (Threshold)	7	7	21.0%	21.0%
Short-term Incentive (Target)	32	32	37.5%	37.5%
Short-term Incentive (Maximum)	20	20	53.2%	53.2%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	24	24	52.1%	52.1%

Salary Range (Mean)

Minimum	23	23	183.2	183.2
Midpoint	23	23	250.4	250.4
Maximum	23	23	317.6	317.6

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Life Sciences

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	7	8	--	--	314.2	288.0	--	--
Base Salary - Org Wtd	7	8	--	--	315.5	284.1	--	--
Base Salary - Incentive Eligible	7	8	--	--	314.2	288.0	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*5	6	--	--	129.0	155.5	--	--
Short-term Incentive (Actual)	7	8	--	--	86.3	108.3	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*4	5	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	7	8	--	--	389.4	397.3	--	--
Total Cash Comp (Actual) - Org Wtd	7	8	--	--	386.1	400.1	--	--
Total Cash Comp (Actual) - Rcvrs	7	8	--	--	389.4	397.3	--	--
Total Cash Comp (Target)	7	8	--	--	421.1	404.6	--	--
Total Cash Comp (Target) - Rcvrs	*5	6	--	--	441.7	462.5	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	7	8	--	--	551.4	525.7	--	--
Total Direct Comp (Actual) - Rcvrs	*4	5	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	7	8	100%
Sales Incentive	0	0	0%
Profit Sharing	2	2	29%
Long-term Incentive	6	7	88%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	71%	--%
Share Appreciation Rights (SARs)	0%	--%
Restricted Shares/Share Units	43%	--%
Performance Shares/Share Units	43%	--%
Performance Cash Units	0%	--%
Long-term Cash	14%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	7	8	38.1%	35.8%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	5	6	51.8%	49.8%
Short-term Incentive (Maximum)	4	5	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	4	5	--%	--%

Salary Range (Mean)				
Minimum	3	4	--	--
Midpoint	3	4	--	--
Maximum	3	4	--	--

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Other Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	7	7	--	169.6	235.0	235.9	260.0	--
Base Salary - Org Wtd	7	7	--	169.6	235.0	235.9	260.0	--
Base Salary - Incentive Eligible	7	7	--	169.6	235.0	235.9	260.0	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	5	5	--	--	84.6	91.9	--	--
Short-term Incentive (Actual)	5	5	--	--	92.1	86.1	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	3	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	7	7	--	187.6	260.0	299.3	327.2	--
Total Cash Comp (Actual) - Org Wtd	7	7	--	187.6	260.0	299.3	327.2	--
Total Cash Comp (Actual) - Rcvrs	5	5	--	--	308.3	318.6	--	--
Total Cash Comp (Target)	6	6	--	--	289.8	311.5	--	--
Total Cash Comp (Target) - Rcvrs	5	5	--	--	319.6	321.8	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	7	7	--	237.3	260.0	327.2	432.2	--
Total Direct Comp (Actual) - Rcvrs	*3	3	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	7	7	100%
Sales Incentive	0	0	0%
Profit Sharing	1	1	--%
Long-term Incentive	5	5	71%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	5	5	33.1%	33.1%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	5	5	36.2%	36.2%
Short-term Incentive (Maximum)	4	4	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	3	3	--%	--%

Salary Range (Mean)				
Minimum	3	3	--	--
Midpoint	3	3	--	--
Maximum	3	3	--	--

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	6	6	--	--	183.9	177.6	--	--
Base Salary - Org Wtd	6	6	--	--	183.9	177.6	--	--
Base Salary - Incentive Eligible	5	5	--	--	187.5	177.0	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	4	4	--	--	--	--	--	--
Short-term Incentive (Actual)	5	5	--	--	23.7	33.6	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	2	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	6	6	--	--	199.3	207.1	--	--
Total Cash Comp (Actual) - Org Wtd	6	6	--	--	199.3	207.1	--	--
Total Cash Comp (Actual) - Rcvrs	5	5	--	--	208.9	212.4	--	--
Total Cash Comp (Target)	6	6	--	--	226.2	213.5	--	--
Total Cash Comp (Target) - Rcvrs	4	4	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	6	6	--	--	208.3	217.6	--	--
Total Direct Comp (Actual) - Rcvrs	*2	2	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Other Non-Durable Goods

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	5	5	83%
Sales Incentive	0	0	--%
Profit Sharing	2	2	40%
Long-term Incentive	2	2	33%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	5	5	18.2%	18.2%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	4	4	--%	--%
Short-term Incentive (Maximum)	4	4	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	2	2	--%	--%

Salary Range (Mean)				
Minimum	5	5	137.6	137.6
Midpoint	5	5	174.4	174.4
Maximum	5	5	211.3	211.3

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Other Non-Manufacturing

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	9	9	--	192.7	208.0	229.5	272.4	--
Base Salary - Org Wtd	9	9	--	192.7	208.0	229.5	272.4	--
Base Salary - Incentive Eligible	8	8	--	190.8	216.1	232.1	286.2	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	7	7	--	90.0	117.4	120.5	146.9	--
Short-term Incentive (Actual)	7	7	--	95.5	138.9	157.9	235.8	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	5	5	--	--	129.4	125.4	--	--

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	9	9	--	246.3	346.7	353.5	447.9	--
Total Cash Comp (Actual) - Org Wtd	9	9	--	246.3	346.7	353.5	447.9	--
Total Cash Comp (Actual) - Rcvrs	7	7	--	308.4	392.6	399.4	480.7	--
Total Cash Comp (Target)	8	8	--	273.2	340.6	337.6	391.4	--
Total Cash Comp (Target) - Rcvrs	7	7	--	306.4	360.4	360.4	391.8	--

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	9	9	--	271.5	483.0	423.2	545.1	--
Total Direct Comp (Actual) - Rcvrs	5	5	--	--	509.6	488.0	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	8	8	100%
Sales Incentive	0	0	--%
Profit Sharing	1	1	20%
Long-term Incentive	6	6	75%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	33%	40%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	67%	60%
Performance Shares/Share Units	17%	20%
Performance Cash Units	33%	20%
Long-term Cash	50%	60%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	7	7	66.0%	66.0%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	7	7	50.8%	50.8%
Short-term Incentive (Maximum)	3	3	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	5	5	58.5%	58.5%

Salary Range (Mean)

Minimum	3	3	--	--
Midpoint	3	3	--	--
Maximum	3	3	--	--

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Retail & Wholesale

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	14	14	134.4	189.1	225.8	228.4	256.3	334.0
Base Salary - Org Wtd	14	14	134.4	189.1	225.8	228.4	256.3	334.0
Base Salary - Incentive Eligible	14	14	134.4	189.1	225.8	228.4	256.3	334.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--
Incentives								
Short-term Incentive (Target)	12	12	26.0	58.1	76.4	92.9	123.9	205.8
Short-term Incentive (Actual)	13	13	21.9	46.6	66.2	96.2	85.7	292.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	9	9	--	65.9	189.0	263.3	478.8	--
Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	14	14	169.3	255.5	273.3	317.7	344.3	620.7
Total Cash Comp (Actual) - Org Wtd	14	14	169.3	255.5	273.3	317.7	344.3	620.7
Total Cash Comp (Actual) - Rcvrs	13	13	160.0	261.8	275.0	323.7	352.7	630.8
Total Cash Comp (Target)	12	12	156.6	237.8	311.6	322.8	365.1	538.0
Total Cash Comp (Target) - Rcvrs	12	12	156.6	237.8	311.6	322.8	365.1	538.0
Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	14	14	182.7	262.3	384.4	487.0	579.0	1,119.2
Total Direct Comp (Actual) - Rcvrs	9	9	--	354.1	523.4	571.1	752.1	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	14	14	100%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	10	10	71%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	40%	22%
Share Appreciation Rights (SARs)	30%	22%
Restricted Shares/Share Units	90%	56%
Performance Shares/Share Units	50%	56%
Performance Cash Units	0%	0%
Long-term Cash	10%	11%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	13	13	38.4%	38.4%
Short-term Incentive (Threshold)	6	6	11.1%	11.1%
Short-term Incentive (Target)	12	12	38.3%	38.3%
Short-term Incentive (Maximum)	10	10	71.0%	71.0%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	9	9	112.6%	112.6%

Salary Range (Mean)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Minimum	5	5	170.4	170.4
Midpoint	5	5	239.4	239.4
Maximum	5	5	308.3	308.3

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Regulatory Affairs/Compliance Executive 110.200.130

2014

US MBD: Mercer Benchmark Database Executive

110.200.130 Top Regulatory Affairs/Compliance Executive

Responsible for the development, implementation, and enforcement of the compliance program. Consults on an ongoing basis on related issues with operation managers and executives. Ensures conformance with applicable laws and regulations and ensures regular training is conducted on regulatory affairs/compliance issues. Frequently reports to a Top Legal Executive/General Counsel. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Services (Non-Financial)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	53	53	149.0	172.1	225.0	225.4	266.6	295.8
Base Salary - Org Wtd	53	53	149.0	172.1	225.0	225.4	266.6	295.8
Base Salary - Incentive Eligible	41	41	148.7	176.9	225.0	223.3	261.6	294.1
Base Salary - Not Incentive Eligible	4	4	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	30	30	15.2	42.7	69.5	74.1	97.6	142.4
Short-term Incentive (Actual)	25	25	10.0	20.6	43.0	52.2	81.6	115.2
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	13	13	18.1	39.6	83.7	116.5	145.3	345.8

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	53	53	150.8	178.0	261.4	250.1	296.5	350.2
Total Cash Comp (Actual) - Org Wtd	53	53	150.8	178.0	261.4	250.1	296.5	350.2
Total Cash Comp (Actual) - Rcvrs	25	25	149.6	179.7	269.2	264.8	331.2	364.1
Total Cash Comp (Target)	41	41	150.2	188.1	291.5	276.9	350.8	426.1
Total Cash Comp (Target) - Rcvrs	30	30	166.2	231.5	301.0	299.8	355.6	447.7

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	53	53	151.0	178.0	261.4	278.7	324.1	417.1
Total Direct Comp (Actual) - Rcvrs	13	13	186.1	283.1	414.4	405.1	507.4	683.9

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	41	41	85%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	16	16	35%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	31%	23%
Share Appreciation Rights (SARs)	6%	8%
Restricted Shares/Share Units	75%	77%
Performance Shares/Share Units	56%	62%
Performance Cash Units	6%	0%
Long-term Cash	13%	8%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	25	25	22.8%	22.8%
Short-term Incentive (Threshold)	13	13	16.7%	16.7%
Short-term Incentive (Target)	30	30	30.9%	30.9%
Short-term Incentive (Maximum)	17	17	46.3%	46.3%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	13	13	45.8%	45.8%

Salary Range (Mean)				
Minimum	28	28	150.5	150.5
Midpoint	28	28	203.0	203.0
Maximum	28	28	255.4	255.4

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Regulatory Affairs/Compliance Executive 110.200.130

2014

US MBD: Mercer Benchmark Database Executive

500.000.120 Top Research and Development (R&D) Executive - Corporate

All Organizations

Responsible for the development and direction of research aimed at improving current products and generating new products and services. Generally, devises research and development programs, policies, and procedures. Provides technical assistance to the various units within the organization. Coordinates research activities with other functions. Frequently reports to a Chief Executive Officer. Note: Reporting entity is Corporate. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility				
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd	
Base Salary									Short-term Incentive	59	62	90%	
Base Salary - Inc Wtd	67	70	206.2	226.7	295.5	325.2	366.4	496.6	Sales Incentive	0	0	0%	
Base Salary - Org Wtd	67	70	205.0	227.0	291.0	326.1	386.7	504.1	Profit Sharing	6	6	13%	
Base Salary - Incentive Eligible	59	62	208.8	238.2	288.0	315.8	366.4	458.9	Long-term Incentive	49	50	74%	
Base Salary - Not Incentive Eligible	*2	2	--	--	--	--	--	--					
Incentives									Of Those LTI Eligible:	% Eligible	% Receiving		
Short-term Incentive (Target)	57	60	50.2	81.1	126.2	156.6	198.8	314.9	Stock/Share Options	46%	45%		
Short-term Incentive (Actual)	50	53	32.1	62.5	127.6	149.4	181.1	279.5	Share Appreciation Rights (SARs)	2%	2%		
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	67%	61%		
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	42%	41%		
Profit Sharing (Actual)	*3	3	--	--	--	--	--	--	Performance Cash Units	10%	0%		
Long-term Incentive (Black-Scholes)	43	44	42.4	81.2	217.6	365.5	478.0	1,085.4	Long-term Cash	31%	30%		
Total Cash Compensation									Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Total Cash Comp (Actual) - Inc Wtd	67	70	227.5	291.1	370.7	438.6	505.4	744.5	Short-term Incentive (Actual)	50	53	44.4%	43.2%
Total Cash Comp (Actual) - Org Wtd	67	70	223.6	291.0	367.8	442.0	507.5	748.3	Short-term Incentive (Threshold)	20	22	18.6%	17.1%
Total Cash Comp (Actual) - Rcvs	51	54	266.3	309.0	427.6	464.6	509.3	733.3	Short-term Incentive (Target)	57	60	46.7%	45.0%
Total Cash Comp (Target)	65	68	263.0	312.2	410.3	467.1	525.3	764.7	Short-term Incentive (Maximum)	40	42	91.3%	87.4%
Total Cash Comp (Target) - Rcvs	57	60	278.1	329.4	423.6	476.1	525.3	741.5	Sales Incentive (Actual)	0	0	--%	--%
Total Direct Compensation (Black-Scholes)									Sales Incentive (Target)	0	0	--%	--%
Total Direct Comp (Actual)	67	70	235.2	313.0	516.8	668.3	747.3	1,339.5	Profit Sharing (Actual)	3	3	--%	--%
Total Direct Comp (Actual) - Rcvs	43	44	300.2	423.7	683.9	839.5	897.5	1,850.5	Long-term Incentive (Black-Scholes)	43	44	93.5%	93.2%
*More than 25% of sample supplied by one organization													
Salary Range (Mean)													
Minimum										32	35	237.7	234.7
Midpoint										32	35	320.4	316.7
Maximum										32	35	403.2	398.7

*More than 25% of sample supplied by one organization

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Research and Development (R&D) Executive - Corporate 500.000.120

2014

US MBD: Mercer Benchmark Database Executive

500.000.120 Top Research and Development (R&D) Executive - Corporate

Consumer Goods

Responsible for the development and direction of research aimed at improving current products and generating new products and services. Generally, devises research and development programs, policies, and procedures. Provides technical assistance to the various units within the organization. Coordinates research activities with other functions. Frequently reports to a Chief Executive Officer.
Note: Reporting entity is Corporate. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	24	25	211.8	236.7	285.0	323.9	387.3	452.1
Base Salary - Org Wtd	24	25	211.6	253.5	288.0	328.4	387.5	460.1
Base Salary - Incentive Eligible	23	24	213.1	253.5	288.0	328.7	387.5	460.1
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	22	23	62.6	85.3	137.7	166.7	224.9	326.9
Short-term Incentive (Actual)	20	21	63.6	101.3	133.2	178.6	187.0	324.4
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	18	19	80.0	124.9	238.2	341.0	500.0	716.1

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	24	25	246.1	320.5	436.5	474.6	521.2	749.5
Total Cash Comp (Actual) - Org Wtd	24	25	240.1	312.1	439.5	479.9	521.5	765.8
Total Cash Comp (Actual) - Rcvrs	21	22	287.4	339.9	448.8	499.3	534.5	798.5
Total Cash Comp (Target)	23	24	272.4	311.7	427.3	488.4	581.5	763.1
Total Cash Comp (Target) - Rcvrs	22	23	281.6	351.3	427.5	499.8	600.0	785.6

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	24	25	262.9	401.7	583.4	733.7	765.5	1,368.6
Total Direct Comp (Actual) - Rcvrs	18	19	362.8	516.8	707.7	843.7	892.3	1,400.4

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	23	24	100%
Sales Incentive	0	0	0%
Profit Sharing	3	3	21%
Long-term Incentive	20	21	88%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	50%	53%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	50%	42%
Performance Shares/Share Units	30%	26%
Performance Cash Units	0%	0%
Long-term Cash	45%	37%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	20	21	48.9%	49.4%
Short-term Incentive (Threshold)	7	7	19.8%	19.8%
Short-term Incentive (Target)	22	23	46.7%	46.0%
Short-term Incentive (Maximum)	13	13	92.0%	92.0%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	18	19	91.2%	90.6%

Salary Range (Mean)				
Minimum	13	14	229.1	224.0
Midpoint	13	14	312.1	304.8
Maximum	13	14	395.1	385.6

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Research and Development (R&D) Executive - Corporate 500.000.120

2014

US MBD: Mercer Benchmark Database Executive

500.000.120 Top Research and Development (R&D) Executive - Corporate

Responsible for the development and direction of research aimed at improving current products and generating new products and services. Generally, devises research and development programs, policies, and procedures. Provides technical assistance to the various units within the organization. Coordinates research activities with other functions. Frequently reports to a Chief Executive Officer
Note: Reporting entity is Corporate. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Other Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	12	12	191.3	232.7	300.0	314.6	382.9	511.2
Base Salary - Org Wtd	12	12	191.3	232.7	300.0	314.6	382.9	511.2
Base Salary - Incentive Eligible	12	12	191.3	232.7	300.0	314.6	382.9	511.2
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	12	12	50.9	84.5	150.0	172.2	240.6	418.5
Short-term Incentive (Actual)	9	9	--	64.0	156.9	135.0	203.6	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	9	9	--	49.0	340.2	460.0	945.8	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	12	12	228.7	238.0	407.7	416.3	503.4	738.9
Total Cash Comp (Actual) - Org Wtd	12	12	228.7	238.0	407.7	416.3	503.4	738.9
Total Cash Comp (Actual) - Rcvrs	9	9	--	293.3	471.7	468.8	613.5	--
Total Cash Comp (Target)	12	12	250.6	315.6	450.1	486.8	634.3	922.4
Total Cash Comp (Target) - Rcvrs	12	12	250.6	315.6	450.1	486.8	634.3	922.4

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	12	12	237.6	259.0	597.9	761.4	1,165.3	1,902.5
Total Direct Comp (Actual) - Rcvrs	9	9	--	411.0	692.8	928.0	1,555.3	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	12	12	100%
Sales Incentive	0	0	0%
Profit Sharing	2	2	25%
Long-term Incentive	10	10	91%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	60%	56%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	90%	78%
Performance Shares/Share Units	50%	56%
Performance Cash Units	20%	0%
Long-term Cash	20%	22%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	9	9	38.8%	38.8%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	12	12	50.1%	50.1%
Short-term Incentive (Maximum)	9	9	105.3%	105.3%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	9	9	114.1%	114.1%

Salary Range (Mean)				
Minimum	5	5	217.2	217.2
Midpoint	5	5	286.3	286.3
Maximum	5	5	355.4	355.4

2014

US MBD: Mercer Benchmark Database Executive

500.000.120 Top Research and Development (R&D) Executive - Corporate

Responsible for the development and direction of research aimed at improving current products and generating new products and services. Generally, devises research and development programs, policies, and procedures. Provides technical assistance to the various units within the organization. Coordinates research activities with other functions. Frequently reports to a Chief Executive Officer.
Note: Reporting entity is Corporate. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Other Non-Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	6	6	--	--	255.2	281.8	--	--
Base Salary - Org Wtd	6	6	--	--	255.2	281.8	--	--
Base Salary - Incentive Eligible	6	6	--	--	255.2	281.8	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	6	6	--	--	97.4	124.1	--	--
Short-term Incentive (Actual)	5	5	--	--	72.6	82.1	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	4	4	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	6	6	--	--	314.6	350.3	--	--
Total Cash Comp (Actual) - Org Wtd	6	6	--	--	314.6	350.3	--	--
Total Cash Comp (Actual) - Rcvs	5	5	--	--	338.2	364.3	--	--
Total Cash Comp (Target)	6	6	--	--	344.0	405.9	--	--
Total Cash Comp (Target) - Rcvs	6	6	--	--	344.0	405.9	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	6	6	--	--	392.7	437.1	--	--
Total Direct Comp (Actual) - Rcvs	4	4	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	6	6	100%
Sales Incentive	0	0	--%
Profit Sharing	0	0	0%
Long-term Incentive	5	5	83%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	5	5	31.9%	31.9%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	6	6	42.5%	42.5%
Short-term Incentive (Maximum)	4	4	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	4	4	--%	--%

Salary Range (Mean)				
Minimum	4	4	--	--
Midpoint	4	4	--	--
Maximum	4	4	--	--

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Research and Development (R&D) Executive - Corporate 500 000 120

2014

US MBD: Mercer Benchmark Database Executive

500.000.120 Top Research and Development (R&D) Executive - Corporate

Services (Non-Financial)

Responsible for the development and direction of research aimed at improving current products and generating new products and services. Generally, devises research and development programs, policies, and procedures. Provides technical assistance to the various units within the organization. Coordinates research activities with other functions. Frequently reports to a Chief Executive Officer. Note. Reporting entity is Corporate. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility			
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd
Base Salary												
Base Salary - Inc Wtd	9	9	--	193.3	308.7	378.7	541.0	--	Short-term Incentive	3	3	33%
Base Salary - Org Wtd	9	9	--	193.3	308.7	378.7	541.0	--	Sales Incentive	0	0	0%
Base Salary - Incentive Eligible	*3	3	--	--	--	--	--	--	Profit Sharing	0	0	0%
Base Salary - Not Incentive Eligible	*2	2	--	--	--	--	--	--	Long-term Incentive	0	0	0%
Incentives												
Short-term Incentive (Target)	*2	2	--	--	--	--	--	--	Of Those LTI Eligible:			
Short-term Incentive (Actual)	*2	2	--	--	--	--	--	--		% Eligible		% Receiving
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Stock/Share Options	--%	--%	--%
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)	--%	--%	--%
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	--%	--%	--%
Long-term Incentive (Black-Scholes)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	--%	--%	--%
									Performance Cash Units	--%	--%	--%
									Long-term Cash	--%	--%	--%
Total Cash Compensation												
Total Cash Comp (Actual) - Inc Wtd	9	9	--	238.5	308.7	397.1	541.0	--	Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Org Wtd	9	9	--	238.5	308.7	397.1	541.0	--		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Rcvrs	*2	2	--	--	--	--	--	--	Short-term Incentive (Actual)	2	2	--%
Total Cash Comp (Target)	8	8	--	295.6	324.3	427.3	646.7	--	Short-term Incentive (Threshold)	0	0	--%
Total Cash Comp (Target) - Rcvrs	*2	2	--	--	--	--	--	--	Short-term Incentive (Target)	2	2	--%
									Short-term Incentive (Maximum)	1	1	--%
									Sales Incentive (Actual)	0	0	--%
									Sales Incentive (Target)	0	0	--%
									Profit Sharing (Actual)	0	0	--%
									Long-term Incentive (Black-Scholes)	0	0	--%
Total Direct Compensation (Black-Scholes)												
Total Direct Comp (Actual)	9	9	--	238.5	308.7	397.1	541.0	--	Salary Range (Mean)			
Total Direct Comp (Actual) - Rcvrs	0	0	--	--	--	--	--	--		Minimum	1	1
										Midpoint	1	1
										Maximum	1	1

*More than 25% of sample supplied by one organization

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Research and Development (R&D) Executive - Corporate 500.000.120

2014

US MBD: Mercer Benchmark Database Executive

500.014.120 Top Research and Development (R&D) Executive - Division

All Organizations

Responsible for the development and direction of research aimed at improving current products and generating new products and services. Generally, devises research and development programs, policies, and procedures. Provides technical assistance to the various units within the organization. Coordinates research activities with other functions. Frequently reports to a Chief Executive Officer.
Note: Reporting entity is Division. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	52	53	157.1	179.4	211.3	221.3	256.1	309.0
Base Salary - Org Wtd	52	53	157.0	177.2	214.3	221.6	256.4	309.0
Base Salary - Incentive Eligible	41	42	148.5	169.8	194.2	205.3	232.0	261.8
Base Salary - Not Incentive Eligible	8	8	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	38	39	28.1	55.6	64.4	68.3	77.0	116.2
Short-term Incentive (Actual)	35	36	19.0	33.8	58.7	57.5	77.4	94.4
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	24	24	5.7	47.9	105.6	119.0	173.9	263.9

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	52	53	170.4	211.3	270.4	260.3	307.5	323.7
Total Cash Comp (Actual) - Org Wtd	52	53	169.7	209.9	272.0	260.1	307.7	324.3
Total Cash Comp (Actual) - Rcvrs	35	36	191.4	215.0	265.5	260.9	301.7	322.0
Total Cash Comp (Target)	49	50	189.9	225.4	271.1	275.6	317.6	370.0
Total Cash Comp (Target) - Rcvrs	38	39	188.6	223.8	255.4	272.0	320.7	382.4

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	52	53	170.4	222.2	297.7	314.2	359.3	498.5
Total Direct Comp (Actual) - Rcvrs	24	24	235.4	290.2	347.9	395.7	491.0	606.9

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	41	42	81%
Sales Incentive	0	0	0%
Profit Sharing	1	2	6%
Long-term Incentive	26	27	54%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	58%	50%
Share Appreciation Rights (SARs)	8%	8%
Restricted Shares/Share Units	50%	33%
Performance Shares/Share Units	58%	58%
Performance Cash Units	4%	0%
Long-term Cash	12%	13%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	35	36	28.2%	28.4%
Short-term Incentive (Threshold)	4	4	--%	--%
Short-term Incentive (Target)	38	39	32.7%	32.6%
Short-term Incentive (Maximum)	22	23	54.3%	53.9%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	24	24	51.7%	51.7%

Salary Range (Mean)				
Minimum	21	21	152.2	152.2
Midpoint	21	21	199.3	199.3
Maximum	21	21	246.4	246.4

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Research and Development (R&D) Executive - Division 500.014.120

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US MBD: Mercer Benchmark Database Executive

500.014.120 Top Research and Development (R&D) Executive - Division

Consumer Goods

Responsible for the development and direction of research aimed at improving current products and generating new products and services. Generally, devises research and development programs, policies, and procedures. Provides technical assistance to the various units within the organization. Coordinates research activities with other functions. Frequently reports to a Chief Executive Officer. Note: Reporting entity is Division. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	10	10	141.7	162.5	191.5	200.5	242.8	262.3
Base Salary - Org Wtd	10	10	141.7	162.5	191.5	200.5	242.8	262.3
Base Salary - Incentive Eligible	9	9	--	162.0	189.2	195.0	234.8	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	8	8	--	--	65.3	68.0	--	--
Short-term Incentive (Actual)	6	6	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	5	5	--	--	--	--	--	--

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	10	10	143.1	189.1	217.4	234.6	263.4	391.6
Total Cash Comp (Actual) - Org Wtd	10	10	143.1	189.1	217.4	234.6	263.4	391.6
Total Cash Comp (Actual) - Rcvrs	6	6	--	--	--	--	--	--
Total Cash Comp (Target)	8	8	--	--	245.8	269.9	--	--
Total Cash Comp (Target) - Rcvrs	8	8	--	--	245.8	269.9	--	--

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	10	10	143.1	189.1	231.3	262.5	328.2	481.6
Total Direct Comp (Actual) - Rcvrs	5	5	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	9	9	100%
Sales Incentive	0	0	--%
Profit Sharing	0	0	--%
Long-term Incentive	6	6	75%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	6	6	--%	--%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	8	8	33.1%	33.1%
Short-term Incentive (Maximum)	5	5	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	5	5	--%	--%

Salary Range (Mean)

Minimum	4	4	--	--
Midpoint	4	4	--	--
Maximum	4	4	--	--

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Research and Development (R&D) Executive - Division 500.014.120

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500.014.120 Top Research and Development (R&D) Executive - Division

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Other Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility			
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd
Base Salary												
Base Salary - Inc Wtd	8	8	--	157.4	188.7	192.8	220.6	--	Short-term Incentive	8	8	100%
Base Salary - Org Wtd	8	8	--	157.4	188.7	192.8	220.6	--	Sales Incentive	0	0	0%
Base Salary - Incentive Eligible	8	8	--	157.4	188.7	192.8	220.6	--	Profit Sharing	0	0	--%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	4	4	50%
Incentives												
Short-term Incentive (Target)	8	8	--	47.9	56.8	68.2	98.7	--	Of Those LTI Eligible:			
Short-term Incentive (Actual)	8	8	--	24.9	34.7	44.6	69.6	--		% Eligible		% Receiving
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Stock/Share Options	--%		--%
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)	--%		--%
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	--%		--%
Long-term Incentive (Black-Scholes)	4	4	--	--	--	--	--	--	Performance Shares/Share Units	--%		--%
									Performance Cash Units	--%		--%
									Long-term Cash	--%		--%
Total Cash Compensation												
Total Cash Comp (Actual) - Inc Wtd	8	8	--	197.7	234.5	237.4	301.2	--	Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Org Wtd	8	8	--	197.7	234.5	237.4	301.2	--		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Rcvrs	8	8	--	197.7	234.5	237.4	301.2	--	Short-term Incentive (Actual)	8	8	23.5%
Total Cash Comp (Target)	8	8	--	205.4	245.3	261.1	319.3	--	Short-term Incentive (Threshold)	1	1	--%
Total Cash Comp (Target) - Rcvrs	8	8	--	205.4	245.3	261.1	319.3	--	Short-term Incentive (Target)	8	8	33.0%
									Short-term Incentive (Maximum)	4	4	--%
									Sales Incentive (Actual)	0	0	--%
									Sales Incentive (Target)	0	0	--%
									Profit Sharing (Actual)	0	0	--%
									Long-term Incentive (Black-Scholes)	4	4	--%
Total Direct Compensation (Black-Scholes)												
Total Direct Comp (Actual)	8	8	--	216.5	269.8	312.5	339.2	--	Salary Range (Mean)			
Total Direct Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--		Minimum	5	5
									Midpoint	5	5	--
									Maximum	5	5	--

*More than 25% of sample supplied by one organization

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Research and Development (R&D) Executive - Division 500.014.120

2014

US MBD: Mercer Benchmark Database Executive

500.014.120 Top Research and Development (R&D) Executive - Division

Responsible for the development and direction of research aimed at improving current products and generating new products and services. Generally, devises research and development programs, policies, and procedures. Provides technical assistance to the various units within the organization. Coordinates research activities with other functions. Frequently reports to a Chief Executive Officer.
Note: Reporting entity is Division This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported

Other Non-Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	15	15	152.7	171.1	207.6	205.2	224.9	271.4
Base Salary - Org Wtd	15	15	152.7	171.1	207.6	205.2	224.9	271.4
Base Salary - Incentive Eligible	14	14	151.4	169.8	199.8	203.8	224.3	278.9
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	12	12	22.8	57.7	65.5	64.2	74.3	105.4
Short-term Incentive (Actual)	12	12	23.7	38.6	62.5	65.6	85.1	130.8
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	8	8	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	15	15	166.7	206.9	274.8	257.7	300.4	340.3
Total Cash Comp (Actual) - Org Wtd	15	15	166.7	206.9	274.8	257.7	300.4	340.3
Total Cash Comp (Actual) - Rcvrs	12	12	172.4	213.6	276.9	263.2	299.1	356.5
Total Cash Comp (Target)	14	14	174.9	224.6	257.9	258.9	310.5	322.0
Total Cash Comp (Target) - Rcvrs	12	12	171.6	225.6	257.9	257.0	302.7	323.4

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	15	15	166.7	224.9	316.9	330.8	431.8	532.0
Total Direct Comp (Actual) - Rcvrs	8	8	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	14	14	93%
Sales Incentive	0	0	--%
Profit Sharing	0	0	--%
Long-term Incentive	9	9	64%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	12	12	32.1%	32.1%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	12	12	32.6%	32.6%
Short-term Incentive (Maximum)	7	7	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	8	8	--%	--%

Salary Range (Mean)				
Minimum	10	10	154.7	154.7
Midpoint	10	10	200.6	200.6
Maximum	10	10	246.5	246.5

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Research and Development (R&D) Executive - Division 500.014.120

2014

US MBD: Mercer Benchmark Database Executive

500.011.120 Top Research and Development (R&D) Executive - Subsidiary/Group

All Organizations

Responsible for the development and direction of research aimed at improving current products and generating new products and services. Generally, devises research and development programs, policies, and procedures. Provides technical assistance to the various units within the organization. Coordinates research activities with other functions. Frequently reports to a Chief Executive Officer. Note: Reporting entity is either Subsidiary or Group. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility			
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd
Base Salary												
Base Salary - Inc Wtd	39	39	149.3	200.9	240.0	260.8	300.0	400.0	Short-term Incentive	34	34	87%
Base Salary - Org Wtd	39	39	149.3	200.9	240.0	260.8	300.0	400.0	Sales Incentive	0	0	0%
Base Salary - Incentive Eligible	36	36	147.3	199.5	239.1	259.1	306.8	405.1	Profit Sharing	5	5	20%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	18	18	50%
Incentives												
Short-term Incentive (Target)	32	32	35.6	60.2	85.5	121.1	165.4	212.6	Of Those LTI Eligible:			
Short-term Incentive (Actual)	29	29	19.9	53.1	74.6	116.4	165.6	215.8		% Eligible		% Receiving
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Stock/Share Options	39%		35%
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)	11%		6%
Profit Sharing (Actual)	5	5	--	--	--	--	--	--	Restricted Shares/Share Units	28%		29%
Long-term Incentive (Black-Scholes)	17	17	2.8	36.0	187.6	259.3	337.5	869.4	Performance Shares/Share Units	28%		29%
Total Cash Compensation												
Total Cash Comp (Actual) - Inc Wtd	39	39	192.1	240.0	297.1	361.3	454.3	616.5	Performance Cash Units	11%		6%
Total Cash Comp (Actual) - Org Wtd	39	39	192.1	240.0	297.1	361.3	454.3	616.5	Long-term Cash	33%		29%
Total Cash Comp (Actual) - Rcvrs	31	31	214.4	249.9	310.3	397.4	486.8	693.5	Incentives (Mean as % of Base)			
Total Cash Comp (Target)	38	38	197.9	243.9	311.0	365.9	415.8	600.5		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Target) - Rcvrs	32	32	225.0	259.1	326.3	389.3	481.6	603.3	Short-term Incentive (Actual)	29	29	38.1%
Total Direct Compensation (Black-Scholes)									Short-term Incentive (Threshold)	7	7	19.7%
Total Direct Comp (Actual)	39	39	200.9	244.5	300.0	474.3	584.0	985.8	Short-term Incentive (Target)	32	32	40.3%
Total Direct Comp (Actual) - Rcvrs	17	17	233.7	337.7	584.0	708.5	895.0	1,797.1	Short-term Incentive (Maximum)	18	18	72.4%
Salary Range (Mean)												
										Sales Incentive (Actual)	0	0
										Sales Incentive (Target)	0	0
										Profit Sharing (Actual)	5	5
										Long-term Incentive (Black-Scholes)	17	17
										Minimum	19	19
										Midpoint	19	19
										Maximum	19	19

*More than 25% of sample supplied by one organization

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Research and Development (R&D) Executive - Subsidiary/Group 500.011.120

2014

US MBD: Mercer Benchmark Database Executive

500.011.120 Top Research and Development (R&D) Executive - Subsidiary/Group

Consumer Goods

Responsible for the development and direction of research aimed at improving current products and generating new products and services. Generally, devises research and development programs, policies, and procedures. Provides technical assistance to the various units within the organization. Coordinates research activities with other functions. Frequently reports to a Chief Executive Officer.

Note Reporting entity is either Subsidiary or Group. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility			
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd
Base Salary												
Base Salary - Inc Wtd	8	8	--	172.6	240.3	263.0	353.1	--	Short-term Incentive	7	7	88%
Base Salary - Org Wtd	8	8	--	172.6	240.3	263.0	353.1	--	Sales Incentive	0	0	0%
Base Salary - Incentive Eligible	8	8	--	172.6	240.3	263.0	353.1	--	Profit Sharing	2	2	40%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	3	3	38%
Incentives									Of Those LTI Eligible:			
Short-term Incentive (Target)	6	6	--	--	101.0	163.0	--	--	Stock/Share Options	--%		--%
Short-term Incentive (Actual)	4	4	--	--	--	--	--	--	Share Appreciation Rights (SARs)	--%		--%
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	--%		--%
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	--%		--%
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--	Performance Cash Units	--%		--%
Long-term Incentive (Black-Scholes)	*3	3	--	--	--	--	--	--	Long-term Cash	--%		--%
Total Cash Compensation									Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Inc Wtd	8	8	--	203.7	275.5	367.8	449.6	--		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Org Wtd	8	8	--	203.7	275.5	367.8	449.6	--	Short-term Incentive (Actual)	4	4	--%
Total Cash Comp (Actual) - Rcvrs	5	5	--	--	435.5	473.5	--	--	Short-term Incentive (Threshold)	0	0	--%
Total Cash Comp (Target)	8	8	--	172.6	318.6	385.3	541.0	--	Short-term Incentive (Target)	6	6	46.7%
Total Cash Comp (Target) - Rcvrs	6	6	--	--	353.1	453.0	--	--	Short-term Incentive (Maximum)	3	3	--%
									Sales Incentive (Actual)	0	0	--%
									Sales Incentive (Target)	0	0	--%
									Profit Sharing (Actual)	2	2	--%
									Long-term Incentive (Black-Scholes)	3	3	--%
Total Direct Compensation (Black-Scholes)									Salary Range (Mean)			
Total Direct Comp (Actual)	8	8	--	203.7	275.5	558.6	631.5	--	Minimum	6	6	214.6
Total Direct Comp (Actual) - Rcvrs	*3	3	--	--	--	--	--	--	Midpoint	6	6	270.2
									Maximum	6	6	325.8
*More than 25% of sample supplied by one organization												

*More than 25% of sample supplied by one organization

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Top Research and Development (R&D) Executive - Subsidiary/Group 500.011.120

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500.011.120 Top Research and Development (R&D) Executive - Subsidiary/Group

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Other Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	8	8	--	165.0	237.2	222.8	256.9	--
Base Salary - Org Wtd	8	8	--	165.0	237.2	222.8	256.9	--
Base Salary - Incentive Eligible	7	7	--	149.3	230.0	219.7	260.0	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	6	6	--	--	89.3	92.4	--	--
Short-term Incentive (Actual)	5	5	--	--	105.0	100.1	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	3	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	8	8	--	215.1	247.2	285.3	403.4	--
Total Cash Comp (Actual) - Org Wtd	8	8	--	215.1	247.2	285.3	403.4	--
Total Cash Comp (Actual) - Rcvrs	5	5	--	--	398.6	337.5	--	--
Total Cash Comp (Target)	7	7	--	244.5	322.0	314.0	403.0	--
Total Cash Comp (Target) - Rcvrs	6	6	--	--	328.1	325.6	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	8	8	--	220.3	254.8	328.7	427.4	--
Total Direct Comp (Actual) - Rcvrs	*3	3	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	7	7	88%
Sales Incentive	0	0	--%
Profit Sharing	0	0	--%
Long-term Incentive	4	4	57%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	5	5	42.5%	42.5%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	6	6	40.0%	40.0%
Short-term Incentive (Maximum)	4	4	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	3	3	--%	--%

Salary Range (Mean)				
Minimum	3	3	--	--
Midpoint	3	3	--	--
Maximum	3	3	--	--

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Research and Development (R&D) Executive - Subsidiary/Group 500 011 120

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US MBD: Mercer Benchmark Database Executive

500.011.120 Top Research and Development (R&D) Executive - Subsidiary/Group

Responsible for the development and direction of research aimed at improving current products and generating new products and services. Generally, devises research and development programs, policies, and procedures. Provides technical assistance to the various units within the organization. Coordinates research activities with other functions. Frequently reports to a Chief Executive Officer. Note: Reporting entity is either Subsidiary or Group. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Other Non-Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility			
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd
Base Salary												
Base Salary - Inc Wtd	8	8	--	178.0	229.6	230.4	240.9	--	Short-term Incentive	7	7	88%
Base Salary - Org Wtd	8	8	--	178.0	229.6	230.4	240.9	--	Sales Incentive	0	0	--%
Base Salary - Incentive Eligible	8	8	--	178.0	229.6	230.4	240.9	--	Profit Sharing	1	1	20%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	3	3	38%
Incentives												
Short-term Incentive (Target)	7	7	--	59.8	63.3	86.1	84.4	--	Of Those LTI Eligible:			
Short-term Incentive (Actual)	7	7	--	35.0	54.0	70.3	67.4	--		% Eligible		% Receiving
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Stock/Share Options	--%		--%
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)	--%		--%
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--	Restricted Shares/Share Units	--%		--%
Long-term Incentive (Black-Scholes)	*3	3	--	--	--	--	--	--	Performance Shares/Share Units	--%		--%
									Performance Cash Units	--%		--%
									Long-term Cash	--%		--%
Total Cash Compensation									Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Inc Wtd	8	8	--	242.1	275.1	351.0	509.1	--		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Org Wtd	8	8	--	242.1	275.1	351.0	509.1	--	Short-term Incentive (Actual)	7	7	28.1%
Total Cash Comp (Actual) - Rcvrs	8	8	--	242.1	275.1	351.0	509.1	--	Short-term Incentive (Threshold)	4	4	--%
Total Cash Comp (Target)	8	8	--	240.9	259.4	305.8	318.9	--	Short-term Incentive (Target)	7	7	35.7%
Total Cash Comp (Target) - Rcvrs	7	7	--	243.6	274.9	315.2	325.6	--	Short-term Incentive (Maximum)	6	6	74.5%
									Sales Incentive (Actual)	0	0	--%
									Sales Incentive (Target)	0	0	--%
									Profit Sharing (Actual)	1	1	--%
									Long-term Incentive (Black-Scholes)	3	3	--%
Total Direct Compensation (Black-Scholes)									Salary Range (Mean)			
Total Direct Comp (Actual)	8	8	--	242.1	276.4	429.5	656.8	--		6	6	147.6
Total Direct Comp (Actual) - Rcvrs	*3	3	--	--	--	--	--	--	Minimum	6	6	186.7
									Midpoint	6	6	225.8
									Maximum	6	6	225.8

*More than 25% of sample supplied by one organization

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US MBD: Mercer Benchmark Database Executive

420.504.130 Top Sales Administration Executive

All Organizations

This is the top sales administration position with responsibility for the planning of all sales activities. Researches and analyzes the organization's existing and targeted customers to develop a knowledge base of sales trends. Communicates sales data to management. Frequently reports to a Top Sales Executive or a Top Marketing and Sales Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	54	82	148.7	180.0	206.7	213.8	237.3	273.8
Base Salary - Org Wtd	54	82	139.5	169.9	202.0	204.1	228.2	253.8
Base Salary - Incentive Eligible	52	77	149.6	180.0	204.0	212.4	235.8	274.3
Base Salary - Not Incentive Eligible	*2	5	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	42	59	35.6	55.6	70.5	89.8	105.0	172.1
Short-term Incentive (Actual)	44	59	25.4	51.4	75.9	114.2	116.1	250.9
Sales Incentive (Target)	*2	3	--	--	--	--	--	--
Sales Incentive (Actual)	*4	9	--	--	--	--	--	--
Profit Sharing (Actual)	4	4	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	29	47	19.8	46.4	90.0	129.3	132.9	350.8

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	54	82	165.0	214.6	270.4	305.8	331.3	469.4
Total Cash Comp (Actual) - Org Wtd	54	82	153.0	199.9	268.3	285.9	324.4	385.6
Total Cash Comp (Actual) - Rcvrs	46	67	193.6	256.1	292.9	329.6	351.5	524.7
Total Cash Comp (Target)	51	79	189.9	214.5	265.2	286.1	310.6	401.6
Total Cash Comp (Target) - Rcvrs	43	62	196.1	240.7	286.7	306.6	322.1	505.6

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	54	82	188.1	233.7	324.1	380.0	419.7	598.2
Total Direct Comp (Actual) - Rcvrs	29	47	274.7	287.6	379.9	465.8	456.7	909.2

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	46	65	80%
Sales Incentive	9	14	21%
Profit Sharing	4	4	6%
Long-term Incentive	35	57	72%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	42%	43%
Share Appreciation Rights (SARs)	9%	6%
Restricted Shares/Share Units	63%	62%
Performance Shares/Share Units	33%	28%
Performance Cash Units	9%	0%
Long-term Cash	18%	17%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	44	59	43.0%	47.5%
Short-term Incentive (Threshold)	15	21	17.8%	17.6%
Short-term Incentive (Target)	42	59	38.1%	38.8%
Short-term Incentive (Maximum)	30	45	67.6%	69.9%
Sales Incentive (Actual)	4	9	--%	--%
Sales Incentive (Target)	2	3	--%	--%
Profit Sharing (Actual)	4	4	--%	--%
Long-term Incentive (Black-Scholes)	29	47	46.9%	50.6%

Salary Range (Mean)				
Minimum	29	42	142.6	150.0
Midpoint	29	42	192.0	202.5
Maximum	29	42	241.5	255.1

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Sales Administration Executive 420.504.130

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US MBD: Mercer Benchmark Database Executive

420.504.130 Top Sales Administration Executive

Consumer Goods

This is the top sales administration position with responsibility for the planning of all sales activities. Researches and analyzes the organization's existing and targeted customers to develop a knowledge base of sales trends. Communicates sales data to management. Frequently reports to a Top Sales Executive or a Top Marketing and Sales Executive.

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility			
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd
Base Salary												
Base Salary - Inc Wtd	5	5	--	--	200.0	199.5	--	--	Short-term Incentive	5	5	100%
Base Salary - Org Wtd	5	5	--	--	200.0	199.5	--	--	Sales Incentive	1	1	20%
Base Salary - Incentive Eligible	5	5	--	--	200.0	199.5	--	--	Profit Sharing	1	1	--%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	3	3	60%
Incentives												
Short-term Incentive (Target)	5	5	--	--	74.9	61.3	--	--	Of Those LTI Eligible:			
Short-term Incentive (Actual)	5	5	--	--	27.3	45.6	--	--		% Eligible		% Receiving
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Stock/Share Options	--%		--%
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)	--%		--%
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--	Restricted Shares/Share Units	--%		--%
Long-term Incentive (Black-Scholes)	*2	2	--	--	--	--	--	--	Performance Shares/Share Units	--%		--%
									Performance Cash Units	--%		--%
									Long-term Cash	--%		--%
Total Cash Compensation									Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Inc Wtd	5	5	--	--	268.9	246.3	--	--		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Org Wtd	5	5	--	--	268.9	246.3	--	--	Short-term Incentive (Actual)	5	5	22.9%
Total Cash Comp (Actual) - Rcvrs	5	5	--	--	268.9	246.3	--	--	Short-term Incentive (Threshold)	0	0	--%
Total Cash Comp (Target)	5	5	--	--	280.0	260.8	--	--	Short-term Incentive (Target)	5	5	30.0%
Total Cash Comp (Target) - Rcvrs	5	5	--	--	280.0	260.8	--	--	Short-term Incentive (Maximum)	2	2	--%
									Sales Incentive (Actual)	0	0	--%
									Sales Incentive (Target)	0	0	--%
									Profit Sharing (Actual)	1	1	--%
									Long-term Incentive (Black-Scholes)	2	2	--%
Total Direct Compensation (Black-Scholes)									Salary Range (Mean)			
Total Direct Comp (Actual)	5	5	--	--	268.9	282.1	--	--				
Total Direct Comp (Actual) - Rcvrs	*2	2	--	--	--	--	--	--	Minimum	4	4	--
									Midpoint	4	4	--
									Maximum	4	4	--

*More than 25% of sample supplied by one organization

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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420.504.130 Top Sales Administration Executive

Insurance

This is the top sales administration position with responsibility for the planning of all sales activities. Researches and analyzes the organization's existing and targeted customers to develop a knowledge base of sales trends. Communicates sales data to management. Frequently reports to a Top Sales Executive or a Top Marketing and Sales Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*8	12	143.0	183.8	208.0	207.9	235.5	266.1
Base Salary - Org Wtd	*8	12	--	157.5	210.8	199.5	228.3	--
Base Salary - Incentive Eligible	*8	12	143.0	183.8	208.0	207.9	235.5	266.1
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*6	10	--	--	65.6	70.6	--	--
Short-term Incentive (Actual)	*6	10	--	--	71.0	83.9	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*6	10	--	--	85.2	89.5	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*8	12	167.6	255.3	280.7	288.8	349.3	381.7
Total Cash Comp (Actual) - Org Wtd	*8	12	--	219.5	284.3	283.4	367.3	--
Total Cash Comp (Actual) - Rcvs	*7	11	217.4	265.0	284.5	301.4	351.5	381.8
Total Cash Comp (Target)	*8	12	168.0	231.3	265.0	266.8	304.0	363.9
Total Cash Comp (Target) - Rcvs	*6	10	--	--	270.5	280.1	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*8	12	229.2	282.1	383.2	363.4	413.7	497.0
Total Direct Comp (Actual) - Rcvs	*6	10	--	--	390.5	387.5	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	6	10	83%
Sales Incentive	2	2	22%
Profit Sharing	1	1	10%
Long-term Incentive	6	10	83%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	40%	40%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	60%	60%
Performance Shares/Share Units	0%	0%
Performance Cash Units	30%	0%
Long-term Cash	40%	40%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	6	10	45.0%	40.5%
Short-term Incentive (Threshold)	3	4	--%	--%
Short-term Incentive (Target)	6	10	35.6%	34.0%
Short-term Incentive (Maximum)	5	9	57.0%	59.7%
Sales Incentive (Actual)	1	1	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	6	10	39.0%	42.9%

Salary Range (Mean)				
Minimum	5	9	125.5	130.7
Midpoint	5	9	190.8	198.1
Maximum	5	9	256.1	265.4

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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420.504.130 Top Sales Administration Executive

Other Non-Manufacturing

This is the top sales administration position with responsibility for the planning of all sales activities. Researches and analyzes the organization's existing and targeted customers to develop a knowledge base of sales trends. Communicates sales data to management. Frequently reports to a Top Sales Executive or a Top Marketing and Sales Executive.

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility			
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd
Base Salary												
Base Salary - Inc Wtd	*5	8	--	--	266.0	273.0	--	--	Short-term Incentive	3	6	--%
Base Salary - Org Wtd	*5	8	--	--	216.3	242.1	--	--	Sales Incentive	2	--	--%
Base Salary - Incentive Eligible	*5	8	--	--	266.0	273.0	--	--	Profit Sharing	0	--	--%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	3	6	--%
Incentives												
Short-term Incentive (Target)	*3	6	--	--	--	--	--	--	Of Those LTI Eligible:			
Short-term Incentive (Actual)	*3	6	--	--	--	--	--	--		% Eligible		% Receiving
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Stock/Share Options	--%		--%
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)	--%		--%
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	--%		--%
Long-term Incentive (Black-Scholes)	*3	6	--	--	--	--	--	--	Performance Shares/Share Units	--%		--%
									Performance Cash Units	--%		--%
									Long-term Cash	--%		--%
Total Cash Compensation												
Total Cash Comp (Actual) - Inc Wtd	*5	8	--	--	463.0	523.2	--	--	Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Org Wtd	*5	8	--	--	365.6	413.7	--	--		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Rcvs	*3	6	--	--	--	--	--	--	Short-term Incentive (Actual)	3	6	--%
Total Cash Comp (Target)	*4	7	--	--	--	--	--	--	Short-term Incentive (Threshold)	1	2	--%
Total Cash Comp (Target) - Rcvs	*3	6	--	--	--	--	--	--	Short-term Incentive (Target)	3	6	--%
									Short-term Incentive (Maximum)	2	5	--%
									Sales Incentive (Actual)	0	0	--%
									Sales Incentive (Target)	0	0	--%
									Profit Sharing (Actual)	0	0	--%
									Long-term Incentive (Black-Scholes)	3	6	--%
Total Direct Compensation (Black-Scholes)												
Total Direct Comp (Actual)	*5	8	--	--	839.9	831.3	--	--	Salary Range (Mean)			
Total Direct Comp (Actual) - Rcvs	*3	6	--	--	--	--	--	--				
*More than 25% of sample supplied by one organization												
									Minimum	2	4	--
									Midpoint	2	4	--
									Maximum	2	4	--

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420.504.130 Top Sales Administration Executive

Retail & Wholesale

This is the top sales administration position with responsibility for the planning of all sales activities. Researches and analyzes the organization's existing and targeted customers to develop a knowledge base of sales trends. Communicates sales data to management. Frequently reports to a Top Sales Executive or a Top Marketing and Sales Executive.

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility			
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd
Base Salary												
Base Salary - Inc Wtd	*6	9	--	--	250.0	235.4	--	--	Short-term Incentive	5	5	56%
Base Salary - Org Wtd	*6	9	--	--	213.6	224.3	--	--	Sales Incentive	0	--	--%
Base Salary - Incentive Eligible	5	5	--	--	190.0	217.7	--	--	Profit Sharing	0	--	--%
Base Salary - Not Incentive Eligible	*1	4	--	--	--	--	--	--	Long-term Incentive	5	8	89%
Incentives												
Short-term Incentive (Target)	5	5	--	--	57.0	71.5	--	--	Of Those LTI Eligible:			
Short-term Incentive (Actual)	5	5	--	--	27.2	76.7	--	--		% Eligible		% Receiving
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Stock/Share Options	--%	--%	--%
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)	--%	--%	--%
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	--%	--%	--%
Long-term Incentive (Black-Scholes)	*5	8	--	--	114.3	124.9	--	--	Performance Shares/Share Units	--%	--%	--%
Total Cash Compensation									Performance Cash Units	--%	--%	--%
Total Cash Comp (Actual) - Inc Wtd	*6	9	--	--	250.0	278.0	--	--	Long-term Cash	--%	--%	--%
Total Cash Comp (Actual) - Org Wtd	*6	9	--	--	253.3	288.2	--	--	Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Rcvrs	5	5	--	--	249.1	294.4	--	--		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Target)	*6	9	--	--	250.0	275.1	--	--	Short-term Incentive (Actual)	5	5	28.2%
Total Cash Comp (Target) - Rcvrs	5	5	--	--	247.0	289.2	--	--	Short-term Incentive (Threshold)	1	1	--%
Total Direct Compensation (Black-Scholes)									Short-term Incentive (Target)	5	5	30.6%
Total Direct Comp (Actual)	*6	9	--	--	364.3	389.0	--	--	Short-term Incentive (Maximum)	3	3	--%
Total Direct Comp (Actual) - Rcvrs	*5	8	--	--	371.5	417.7	--	--	Sales Incentive (Actual)	0	0	--%
									Sales Incentive (Target)	0	0	--%
									Profit Sharing (Actual)	0	0	--%
									Long-term Incentive (Black-Scholes)	5	8	36.7%
									Salary Range (Mean)			
										1	1	--
									Minimum	1	1	--
									Midpoint	1	1	--
									Maximum	1	1	--

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420.504.130 Top Sales Administration Executive

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Services (Non-Financial)

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility							
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd				
Base Salary																
Base Salary - Inc Wtd	*11	19	131.1	175.8	210.1	201.9	235.0	242.0	Short-term Incentive	10	14	74%				
Base Salary - Org Wtd	*11	19	110.8	165.0	188.0	186.2	227.8	232.6	Sales Incentive	2	6	38%				
Base Salary - Incentive Eligible	*11	19	131.1	175.8	210.1	201.9	235.0	242.0	Profit Sharing	0	0	0%				
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	7	12	67%				
Incentives																
Short-term Incentive (Target)	*9	13	18.6	54.0	70.5	75.6	96.3	152.6	Of Those LTI Eligible:							
Short-term Incentive (Actual)	9	12	15.1	38.8	55.5	64.8	92.1	134.8	% Eligible		% Receiving					
Sales Incentive (Target)	1	1	--	--	--	--	--	--	Stock/Share Options	42%		--%				
Sales Incentive (Actual)	*2	6	--	--	--	--	--	--	Share Appreciation Rights (SARs)	0%		--%				
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	83%		--%				
Long-term Incentive (Black-Scholes)	*5	10	--	--	75.0	87.1	--	--	Performance Shares/Share Units	58%		--%				
Total Cash Compensation																
Total Cash Comp (Actual) - Inc Wtd	*11	19	176.2	207.6	261.4	263.2	300.7	381.1	Performance Cash Units	0%		--%				
Total Cash Comp (Actual) - Org Wtd	*11	19	128.1	188.0	234.5	245.4	303.6	369.0	Long-term Cash	0%		--%				
Total Cash Comp (Actual) - Rcvrs	*10	17	164.2	211.3	271.9	269.3	302.2	401.3	Incentives (Mean as % of Base)							
Total Cash Comp (Target)	*10	18	197.6	214.7	264.0	266.0	311.6	397.9	Num Orgs	Num Obs	Org Wtd	Inc Wtd				
Total Cash Comp (Target) - Rcvrs	*10	14	161.4	214.7	285.6	278.3	314.6	399.6	Short-term Incentive (Actual)	9	12	33.3%				
Total Direct Compensation (Black-Scholes)													Short-term Incentive (Threshold)	6	9	19.3%
Total Direct Comp (Actual)	*11	19	196.2	228.1	293.4	309.1	378.7	453.6	Short-term Incentive (Target)	9	13	36.9%				
Total Direct Comp (Actual) - Rcvrs	*5	10	--	--	346.4	361.2	--	--	Short-term Incentive (Maximum)	7	11	69.3%				
*More than 25% of sample supplied by one organization													Sales Incentive (Actual)	2	6	--%
													Sales Incentive (Target)	1	1	--%
													Profit Sharing (Actual)	0	0	--%
													Long-term Incentive (Black-Scholes)	5	10	38.8%
													Salary Range (Mean)			
													Minimum	5	9	147.1
													Midpoint	5	9	192.4
													Maximum	5	9	237.7

*More than 25% of sample supplied by one organization

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Sales Administration Executive 420.504.130

2014

US MBD: Mercer Benchmark Database Executive

420,000.120 Top Sales Executive - Corporate

All Organizations

This is the top sales position with responsibility for the direction and management of the sales activities of the total organization. Directs the development of sales plans, strategies, objectives, policies, and procedures that conform to broad corporate marketing objectives. Manages field sales offices, inside sales, customer service functions, and/or the organization's relationship with distributors' and manufacturers' representative organizations. Frequently reports to a Chief Executive Officer or Chief Operating Officer. Note. Reporting entity is Corporate. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported. Do not match this position if employee is responsible for both marketing and sales - see Top Marketing and Sales Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	147	161	172.8	213.6	250.0	269.7	309.4	380.1
Base Salary - Org Wtd	147	161	170.0	217.4	252.5	272.6	315.0	400.0
Base Salary - Incentive Eligible	141	154	175.5	211.6	248.6	270.4	310.6	390.6
Base Salary - Not Incentive Eligible	*3	3	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	107	114	53.1	76.5	111.1	142.7	171.3	277.3
Short-term Incentive (Actual)	108	117	39.8	72.4	126.3	163.9	219.0	341.2
Sales Incentive (Target)	7	7	--	67.2	118.9	163.6	276.3	--
Sales Incentive (Actual)	21	23	83.3	120.1	151.8	213.8	239.9	566.2
Profit Sharing (Actual)	*6	7	--	--	4.4	15.8	--	--
Long-term Incentive (Black-Scholes)	79	89	33.5	70.3	130.3	206.4	248.4	430.7

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	147	161	215.1	264.5	375.0	420.1	497.4	720.9
Total Cash Comp (Actual) - Org Wtd	147	161	214.2	275.0	380.4	427.5	509.3	724.8
Total Cash Comp (Actual) - Rcvrs	127	137	248.1	306.1	397.8	453.8	530.2	796.4
Total Cash Comp (Target)	130	139	222.3	272.5	350.0	398.8	463.1	675.0
Total Cash Comp (Target) - Rcvrs	112	119	245.5	292.6	379.9	426.4	491.8	701.4

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	147	161	215.1	298.2	430.0	534.2	630.4	998.0
Total Direct Comp (Actual) - Rcvrs	79	89	316.7	404.1	583.6	671.1	843.9	1,160.7

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	126	138	88%
Sales Incentive	23	25	23%
Profit Sharing	12	14	15%
Long-term Incentive	92	104	71%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	48%	43%
Share Appreciation Rights (SARs)	9%	3%
Restricted Shares/Share Units	64%	56%
Performance Shares/Share Units	47%	45%
Performance Cash Units	5%	1%
Long-term Cash	22%	19%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	108	117	54.8%	54.2%
Short-term Incentive (Threshold)	34	35	19.5%	19.6%
Short-term Incentive (Target)	107	114	47.2%	46.7%
Short-term Incentive (Maximum)	61	65	83.4%	83.5%
Sales Incentive (Actual)	21	23	93.7%	92.0%
Sales Incentive (Target)	7	7	66.2%	66.2%
Profit Sharing (Actual)	6	7	6.1%	5.5%
Long-term Incentive (Black-Scholes)	79	89	67.6%	63.3%

Salary Range (Mean)				
Minimum	78	83	181.2	179.8
Midpoint	78	83	247.1	245.8
Maximum	78	83	313.1	311.9

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Sales Executive - Corporate 420,000.120

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US MBD: Mercer Benchmark Database Executive

420.000.120 Top Sales Executive - Corporate

Consumer Goods

This is the top sales position with responsibility for the direction and management of the sales activities of the total organization. Directs the development of sales plans, strategies, objectives, policies, and procedures that conform to broad corporate marketing objectives. Manages field sales offices, inside sales, customer service functions, and/or the organization's relationship with distributors' and manufacturers' representative organizations. Frequently reports to a Chief Executive Officer or Chief Operating Officer. Note: Reporting entity is Corporate. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported. Do not match this position if employee is responsible for both marketing and sales - see Top Marketing and Sales Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	22	24	181.3	252.3	278.2	301.7	369.3	437.2
Base Salary - Org Wtd	22	24	172.3	245.1	274.5	301.4	375.0	442.3
Base Salary - Incentive Eligible	22	24	181.3	252.3	278.2	301.7	369.3	437.2
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	20	22	73.9	104.7	125.2	156.1	169.6	325.7
Short-term Incentive (Actual)	20	22	58.7	100.4	133.9	152.5	195.9	298.8
Sales Incentive (Target)	1	1	--	--	--	--	--	--
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	14	16	49.1	105.1	144.7	216.6	237.7	652.8

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	22	24	269.6	314.9	410.5	446.0	566.9	724.8
Total Cash Comp (Actual) - Org Wtd	22	24	267.4	312.0	399.7	447.0	570.9	752.1
Total Cash Comp (Actual) - Rcvrs	22	24	269.6	314.9	410.5	446.0	566.9	724.8
Total Cash Comp (Target)	21	23	248.3	362.7	419.8	456.9	525.0	802.7
Total Cash Comp (Target) - Rcvrs	21	23	248.3	362.7	419.8	456.9	525.0	802.7

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	22	24	269.6	374.4	533.7	590.3	598.0	1,196.6
Total Direct Comp (Actual) - Rcvrs	14	16	352.6	499.8	546.4	682.3	831.4	1,470.4

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	21	23	96%
Sales Incentive	1	1	6%
Profit Sharing	1	1	6%
Long-term Incentive	16	18	75%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	56%	56%
Share Appreciation Rights (SARs)	6%	6%
Restricted Shares/Share Units	50%	38%
Performance Shares/Share Units	38%	31%
Performance Cash Units	6%	6%
Long-term Cash	31%	31%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	20	22	47.5%	47.0%
Short-term Incentive (Threshold)	9	10	17.6%	17.8%
Short-term Incentive (Target)	20	22	47.6%	47.3%
Short-term Incentive (Maximum)	13	15	82.6%	83.6%
Sales Incentive (Actual)	1	1	--%	--%
Sales Incentive (Target)	1	1	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	14	16	65.3%	62.1%

Salary Range (Mean)				
Minimum	14	15	179.9	178.6
Midpoint	14	15	236.1	236.3
Maximum	14	15	292.3	294.1

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Sales Executive - Corporate 420.000.120

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US MBD: Mercer Benchmark Database Executive

420.000.120 Top Sales Executive - Corporate

Financial Services

This is the top sales position with responsibility for the direction and management of the sales activities of the total organization. Directs the development of sales plans, strategies, objectives, policies, and procedures that conform to broad corporate marketing objectives. Manages field sales offices, inside sales, customer service functions, and/or the organization's relationship with distributors' and manufacturers' representative organizations. Frequently reports to a Chief Executive Officer or Chief Operating Officer. Note: Reporting entity is Corporate. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported. Do not match this position if employee is responsible for both marketing and sales - see Top Marketing and Sales Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	7	7	--	170.0	232.1	239.6	333.8	--
Base Salary - Org Wtd	7	7	--	170.0	232.1	239.6	333.8	--
Base Salary - Incentive Eligible	7	7	--	170.0	232.1	239.6	333.8	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	4	4	--	--	--	--	--	--
Short-term Incentive (Actual)	5	5	--	--	88.9	138.6	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*2	2	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	3	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	7	7	--	263.6	311.8	383.3	428.9	--
Total Cash Comp (Actual) - Org Wtd	7	7	--	263.6	311.8	383.3	428.9	--
Total Cash Comp (Actual) - Rcvrs	7	7	--	263.6	311.8	383.3	428.9	--
Total Cash Comp (Target)	7	7	--	245.5	257.5	296.7	333.8	--
Total Cash Comp (Target) - Rcvrs	4	4	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	7	7	--	263.6	311.8	501.2	628.9	--
Total Direct Comp (Actual) - Rcvrs	*3	3	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	5	5	71%
Sales Incentive	2	2	--%
Profit Sharing	1	1	--%
Long-term Incentive	3	3	43%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	5	5	50.2%	50.2%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	4	4	--%	--%
Short-term Incentive (Maximum)	2	2	--%	--%
Sales Incentive (Actual)	2	2	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	3	3	--%	--%

Salary Range (Mean)				
Minimum	5	5	143.1	143.1
Midpoint	5	5	216.4	216.4
Maximum	5	5	289.6	289.6

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Sales Executive - Corporate 420.000.120

US MBD: Mercer Benchmark Database Executive

420.000.120 Top Sales Executive - Corporate

High Tech (Services)

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*5	6	--	--	252.1	280.1	--	--
Base Salary - Org Wtd	*5	6	--	--	265.0	289.5	--	--
Base Salary - Incentive Eligible	*5	6	--	--	252.1	280.1	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*3	3	--	--	--	--	--	--
Short-term Incentive (Actual)	*2	2	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*2	3	--	--	--	--	--	--
Profit Sharing (Actual)	*1	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	3	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*5	6	--	--	390.7	514.9	--	--
Total Cash Comp (Actual) - Org Wtd	*5	6	--	--	405.6	544.0	--	--
Total Cash Comp (Actual) - Rcvrs	*4	5	--	--	--	--	--	--
Total Cash Comp (Target)	*5	6	--	--	258.7	431.5	--	--
Total Cash Comp (Target) - Rcvrs	*3	3	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*5	6	--	--	407.5	601.1	--	--
Total Direct Comp (Actual) - Rcvrs	*2	3	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	3	3	50%
Sales Incentive	2	3	--%
Profit Sharing	1	2	--%
Long-term Incentive	3	4	--%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	2	2	--%	--%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	3	3	--%	--%
Short-term Incentive (Maximum)	0	0	--%	--%
Sales Incentive (Actual)	2	3	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	2	--%	--%
Long-term Incentive (Black-Scholes)	2	3	--%	--%

Salary Range (Mean)				
Minimum	3	4	--	--
Midpoint	3	4	--	--
Maximum	3	4	--	--

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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US MBD: Mercer Benchmark Database Executive

420.000.120 Top Sales Executive - Corporate

Insurance

This is the top sales position with responsibility for the direction and management of the sales activities of the total organization. Directs the development of sales plans, strategies, objectives, policies, and procedures that conform to broad corporate marketing objectives. Manages field sales offices, inside sales, customer service functions, and/or the organization's relationship with distributors' and manufacturers' representative organizations. Frequently reports to a Chief Executive Officer or Chief Operating Officer. Note: Reporting entity is Corporate. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported. Do not match this position if employee is responsible for both marketing and sales - see Top Marketing and Sales Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	23	24	167.7	212.7	242.6	264.6	295.8	408.8
Base Salary - Org Wtd	23	24	167.6	220.7	243.2	267.1	300.0	420.6
Base Salary - Incentive Eligible	23	24	167.7	212.7	242.6	264.6	295.8	408.8
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	16	16	30.6	69.0	106.4	143.5	225.1	352.0
Short-term Incentive (Actual)	18	19	62.8	100.9	180.4	212.9	246.4	578.0
Sales Incentive (Target)	4	4	--	--	--	--	--	--
Sales Incentive (Actual)	6	6	--	--	198.0	225.7	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	13	14	39.5	71.3	114.5	131.7	188.3	265.9

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	23	24	195.7	328.2	425.0	489.5	566.4	982.0
Total Cash Comp (Actual) - Org Wtd	23	24	190.0	321.6	420.1	492.5	580.0	992.8
Total Cash Comp (Actual) - Rcvrs	21	22	306.1	372.1	433.7	516.2	591.9	1,003.6
Total Cash Comp (Target)	20	20	207.7	288.0	346.1	407.8	486.8	701.3
Total Cash Comp (Target) - Rcvrs	19	19	200.9	291.2	352.8	414.4	491.8	701.4

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	23	24	195.7	356.2	478.4	566.4	722.1	1,169.9
Total Direct Comp (Actual) - Rcvrs	13	14	424.4	483.1	629.1	739.7	1,036.1	1,269.8

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	20	21	88%
Sales Incentive	7	7	41%
Profit Sharing	0	0	0%
Long-term Incentive	14	15	63%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	40%	43%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	47%	50%
Performance Shares/Share Units	40%	43%
Performance Cash Units	7%	0%
Long-term Cash	40%	36%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	18	19	71.6%	73.2%
Short-term Incentive (Threshold)	7	7	17.6%	17.6%
Short-term Incentive (Target)	16	16	49.1%	49.1%
Short-term Incentive (Maximum)	13	13	79.2%	79.2%
Sales Incentive (Actual)	6	6	96.7%	96.7%
Sales Incentive (Target)	4	4	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	13	14	44.6%	42.8%

Salary Range (Mean)				
Minimum	14	15	172.7	169.1
Midpoint	14	15	241.5	236.8
Maximum	14	15	310.3	304.5

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Sales Executive - Corporate 420.000.120

2014

US MBD: Mercer Benchmark Database Executive

420.000.120 Top Sales Executive - Corporate

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Other Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	23	26	177.3	200.0	226.9	229.9	250.0	307.5
Base Salary - Org Wtd	23	26	177.4	200.0	228.8	232.5	258.5	317.8
Base Salary - Incentive Eligible	21	24	175.5	200.0	223.4	230.0	255.7	314.3
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	18	20	51.3	57.3	93.2	95.5	114.0	192.2
Short-term Incentive (Actual)	19	21	21.5	35.6	97.0	111.1	149.4	224.8
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	14	16	18.1	34.9	80.0	113.3	198.1	273.7

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	23	26	211.8	226.6	293.5	321.9	394.2	506.9
Total Cash Comp (Actual) - Org Wtd	23	26	209.3	225.0	294.8	330.3	411.1	518.9
Total Cash Comp (Actual) - Rcvs	19	21	215.3	246.3	324.9	349.5	413.6	526.9
Total Cash Comp (Target)	22	25	209.0	237.7	300.0	306.5	344.6	461.8
Total Cash Comp (Target) - Rcvs	18	20	228.8	265.3	318.2	332.6	382.5	519.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	23	26	214.3	230.5	329.2	391.7	516.4	697.5
Total Direct Comp (Actual) - Rcvs	14	16	194.6	303.7	407.0	462.2	652.5	779.4

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	20	23	92%
Sales Incentive	1	1	6%
Profit Sharing	3	4	22%
Long-term Incentive	16	19	79%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	58%	56%
Share Appreciation Rights (SARs)	11%	0%
Restricted Shares/Share Units	58%	38%
Performance Shares/Share Units	47%	50%
Performance Cash Units	11%	0%
Long-term Cash	5%	6%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	19	21	45.3%	44.1%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	18	20	38.9%	39.0%
Short-term Incentive (Maximum)	11	13	83.9%	83.3%
Sales Incentive (Actual)	1	1	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	14	16	49.4%	46.6%

Salary Range (Mean)				
Minimum	14	15	177.8	178.1
Midpoint	14	15	232.3	233.1
Maximum	14	15	286.9	288.0

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Sales Executive - Corporate 420.000.120

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US MBD: Mercer Benchmark Database Executive

420.000.120 Top Sales Executive - Corporate

This is the top sales position with responsibility for the direction and management of the sales activities of the total organization. Directs the development of sales plans, strategies, objectives, policies, and procedures that conform to broad corporate marketing objectives. Manages field sales offices, inside sales, customer service functions, and/or the organization's relationship with distributors' and manufacturers' representative organizations. Frequently reports to a Chief Executive Officer or Chief Operating Officer. Note: Reporting entity is Corporate. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported. Do not match this position if employee is responsible for both marketing and sales - see Top Marketing and Sales Executive.

Other Non-Manufacturing

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	9	12	206.2	227.6	277.1	326.4	375.0	629.9
Base Salary - Org Wtd	9	12	--	230.4	287.9	354.2	509.0	--
Base Salary - Incentive Eligible	9	12	206.2	227.6	277.1	326.4	375.0	629.9
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*8	11	58.3	68.1	110.3	193.9	381.0	574.4
Short-term Incentive (Actual)	9	12	41.1	50.3	77.1	151.2	208.7	534.3
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*4	7	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	9	12	267.7	289.6	330.4	477.6	580.4	1,157.4
Total Cash Comp (Actual) - Org Wtd	9	12	--	309.6	360.5	539.0	830.5	--
Total Cash Comp (Actual) - Rcvrs	9	12	267.7	289.6	330.4	477.6	580.4	1,157.4
Total Cash Comp (Target)	*8	11	271.3	290.5	386.0	528.2	800.0	1,192.0
Total Cash Comp (Target) - Rcvrs	*8	11	271.3	290.5	386.0	528.2	800.0	1,192.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	9	12	292.7	308.4	391.8	538.1	874.6	1,157.5
Total Direct Comp (Actual) - Rcvrs	*4	7	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	9	12	100%
Sales Incentive	0	--	--%
Profit Sharing	0	0	--%
Long-term Incentive	6	9	82%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	0%	--%
Share Appreciation Rights (SARs)	13%	--%
Restricted Shares/Share Units	88%	--%
Performance Shares/Share Units	50%	--%
Performance Cash Units	0%	--%
Long-term Cash	0%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	9	12	43.8%	38.2%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	8	11	56.0%	49.5%
Short-term Incentive (Maximum)	0	0	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	4	7	--%	--%

Salary Range (Mean)				
Minimum	4	4	--	--
Midpoint	4	4	--	--
Maximum	4	4	--	--

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Sales Executive - Corporate 420.000.120

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US MBD: Mercer Benchmark Database Executive

420,000.120 Top Sales Executive - Corporate

Retail & Wholesale

This is the top sales position with responsibility for the direction and management of the sales activities of the total organization. Directs the development of sales plans, strategies, objectives, policies, and procedures that conform to broad corporate marketing objectives. Manages field sales offices, inside sales, customer service functions, and/or the organization's relationship with distributors' and manufacturers' representative organizations. Frequently reports to a Chief Executive Officer or Chief Operating Officer. Note: Reporting entity is Corporate. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported. Do not match this position if employee is responsible for both marketing and sales - see Top Marketing and Sales Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	10	10	158.3	190.0	266.5	284.3	401.1	411.2
Base Salary - Org Wtd	10	10	158.3	190.0	266.5	284.3	401.1	411.2
Base Salary - Incentive Eligible	9	9	--	213.4	277.5	298.4	402.1	--
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	8	8	--	70.9	131.3	124.0	177.3	--
Short-term Incentive (Actual)	8	8	--	61.1	173.1	168.7	291.0	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	6	6	--	--	224.0	353.5	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	10	10	159.0	216.7	438.8	419.3	601.7	710.9
Total Cash Comp (Actual) - Org Wtd	10	10	159.0	216.7	438.8	419.3	601.7	710.9
Total Cash Comp (Actual) - Rcvs	8	8	--	322.2	507.3	475.7	604.0	--
Total Cash Comp (Target)	9	9	--	247.3	334.4	381.2	545.2	--
Total Cash Comp (Target) - Rcvs	8	8	--	307.3	368.3	409.2	571.3	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	10	10	177.5	218.6	561.1	631.4	854.2	1,751.6
Total Direct Comp (Actual) - Rcvs	6	6	--	--	723.1	797.4	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	9	9	90%
Sales Incentive	0	0	0%
Profit Sharing	1	1	17%
Long-term Incentive	7	7	70%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	43%	33%
Share Appreciation Rights (SARs)	14%	17%
Restricted Shares/Share Units	100%	67%
Performance Shares/Share Units	29%	33%
Performance Cash Units	0%	0%
Long-term Cash	29%	17%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	8	8	55.9%	55.9%
Short-term Incentive (Threshold)	4	4	--%	--%
Short-term Incentive (Target)	8	8	41.9%	41.9%
Short-term Incentive (Maximum)	4	4	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	6	6	100.7%	100.7%

Salary Range (Mean)				
Minimum	4	4	--	--
Midpoint	4	4	--	--
Maximum	4	4	--	--

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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US MBD: Mercer Benchmark Database Executive

420.000.120 Top Sales Executive - Corporate

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Services (Non-Financial)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	28	30	163.8	197.1	248.0	258.7	311.3	376.0
Base Salary - Org Wtd	28	30	159.9	191.2	248.0	258.5	313.8	378.5
Base Salary - Incentive Eligible	26	27	156.5	188.3	243.9	254.8	310.0	380.9
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	14	14	20.5	71.5	129.7	140.5	196.0	312.8
Short-term Incentive (Actual)	13	14	16.8	85.5	150.0	168.6	239.7	407.2
Sales Incentive (Target)	1	1	--	--	--	--	--	--
Sales Incentive (Actual)	8	9	--	--	151.8	224.1	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	13	14	61.1	96.4	174.9	226.0	277.8	585.0

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	28	30	188.7	250.1	362.9	407.6	500.0	816.1
Total Cash Comp (Actual) - Org Wtd	28	30	186.4	250.7	362.9	398.6	495.8	814.7
Total Cash Comp (Actual) - Rcvs	22	23	214.6	276.5	408.1	453.6	520.0	822.3
Total Cash Comp (Target)	20	20	168.4	246.6	350.7	373.5	472.5	700.7
Total Cash Comp (Target) - Rcvs	15	15	202.1	287.5	413.3	413.4	487.8	728.8

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	28	30	188.7	253.8	385.0	513.0	771.6	951.7
Total Direct Comp (Actual) - Rcvs	13	14	324.0	414.2	668.7	718.2	914.0	1,307.3

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	21	22	79%
Sales Incentive	9	10	45%
Profit Sharing	2	2	13%
Long-term Incentive	14	15	79%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	47%	43%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	80%	64%
Performance Shares/Share Units	60%	57%
Performance Cash Units	0%	0%
Long-term Cash	20%	14%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	13	14	54.3%	58.5%
Short-term Incentive (Threshold)	5	5	19.0%	19.0%
Short-term Incentive (Target)	14	14	47.6%	47.6%
Short-term Incentive (Maximum)	7	7	83.8%	83.8%
Sales Incentive (Actual)	8	9	102.6%	101.4%
Sales Incentive (Target)	1	1	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	13	14	72.5%	71.9%

Salary Range (Mean)

Minimum	9	10	176.1	173.5
Midpoint	9	10	255.8	255.2
Maximum	9	10	335.6	337.0

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Sales Executive - Corporate 420.000.120

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420.014.120 Top Sales Executive - Division

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All Organizations

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	135	141	151.7	190.2	226.5	234.4	275.0	317.2
Base Salary - Org Wtd	135	141	148.3	190.0	225.7	234.8	275.0	318.2
Base Salary - Incentive Eligible	121	126	142.8	190.2	226.1	233.8	275.0	319.3
Base Salary - Not Incentive Eligible	*2	2	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	87	92	46.7	60.6	80.3	95.6	111.9	159.7
Short-term Incentive (Actual)	95	100	22.0	52.0	85.2	97.6	116.4	167.3
Sales Incentive (Target)	12	12	--	--	74.0	101.9	--	--
Sales Incentive (Actual)	20	20	43.3	65.2	104.4	127.6	170.9	289.8
Profit Sharing (Actual)	6	6	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	50	54	20.2	38.8	73.3	121.7	121.0	226.4

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	135	141	191.8	233.3	298.1	322.6	367.8	461.2
Total Cash Comp (Actual) - Org Wtd	135	141	190.2	230.0	296.5	323.4	370.1	469.4
Total Cash Comp (Actual) - Rcvs	112	117	201.9	255.9	321.6	341.3	387.3	496.6
Total Cash Comp (Target)	118	124	214.9	262.0	302.1	324.0	378.9	450.3
Total Cash Comp (Target) - Rcvs	98	103	230.6	268.1	306.8	332.5	381.8	456.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	135	141	195.8	244.0	330.7	369.3	415.8	553.4
Total Direct Comp (Actual) - Rcvs	50	54	252.2	340.7	409.5	454.5	457.8	593.7

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	104	109	80%
Sales Incentive	33	33	32%
Profit Sharing	21	21	24%
Long-term Incentive	63	67	51%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	42%	44%
Share Appreciation Rights (SARs)	5%	6%
Restricted Shares/Share Units	58%	61%
Performance Shares/Share Units	42%	43%
Performance Cash Units	6%	2%
Long-term Cash	20%	17%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	95	100	42.7%	42.6%
Short-term Incentive (Threshold)	14	14	14.3%	14.3%
Short-term Incentive (Target)	87	92	39.1%	39.1%
Short-term Incentive (Maximum)	38	42	57.8%	59.5%
Sales Incentive (Actual)	20	20	47.3%	47.3%
Sales Incentive (Target)	12	12	43.3%	43.3%
Profit Sharing (Actual)	6	6	--%	--%
Long-term Incentive (Black-Scholes)	50	54	46.3%	47.4%

Salary Range (Mean)				
Minimum	62	65	165.6	165.9
Midpoint	62	65	221.8	221.7
Maximum	62	65	278.0	277.4

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Sales Executive - Division 420.014.120

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420.014.120 Top Sales Executive - Division

Consumer Goods

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All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility				
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd	
Base Salary									Short-term Incentive	20	21	95%	
Base Salary - Inc Wtd	23	24	190.4	236.2	259.3	265.2	294.5	337.2	Sales Incentive	1	1	5%	
Base Salary - Org Wtd	23	24	189.3	236.0	252.2	264.9	301.0	338.2	Profit Sharing	2	2	13%	
Base Salary - Incentive Eligible	21	22	188.2	231.4	252.1	262.9	281.5	339.1	Long-term Incentive	17	18	78%	
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--					
Incentives									Of Those LTI Eligible:	% Eligible	% Receiving		
Short-term Incentive (Target)	19	20	44.2	54.4	97.1	106.5	112.3	213.0	Stock/Share Options	41%	54%		
Short-term Incentive (Actual)	19	20	45.6	65.6	88.5	109.9	122.5	249.4	Share Appreciation Rights (SARs)	0%	0%		
Sales Incentive (Target)	1	1	--	--	--	--	--	--	Restricted Shares/Share Units	47%	62%		
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	47%	31%		
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Performance Cash Units	6%	0%		
Long-term Incentive (Black-Scholes)	12	13	40.2	50.2	71.6	180.2	114.2	903.8	Long-term Cash	12%	0%		
Total Cash Compensation									Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Total Cash Comp (Actual) - Inc Wtd	23	24	223.4	271.5	347.2	356.8	399.8	564.6	Short-term Incentive (Actual)	19	20	40.1%	39.7%
Total Cash Comp (Actual) - Org Wtd	23	24	220.9	266.5	339.3	356.8	402.0	568.5	Short-term Incentive (Threshold)	3	3	--%	--%
Total Cash Comp (Actual) - Rcvrs	19	20	239.6	322.5	363.3	376.8	404.7	580.1	Short-term Incentive (Target)	19	20	38.4%	38.5%
Total Cash Comp (Target)	22	23	231.1	293.8	342.4	358.9	393.1	558.5	Short-term Incentive (Maximum)	8	9	--%	--%
Total Cash Comp (Target) - Rcvrs	20	21	252.9	307.4	343.6	371.9	404.3	568.0	Sales Incentive (Actual)	0	0	--%	--%
Total Direct Compensation (Black-Scholes)									Sales Incentive (Target)	1	1	--%	--%
Total Direct Comp (Actual)	23	24	238.5	301.8	403.1	454.4	445.8	613.5	Profit Sharing (Actual)	0	0	--%	--%
Total Direct Comp (Actual) - Rcvrs	12	13	331.5	396.8	414.4	540.2	479.7	1,392.3	Long-term Incentive (Black-Scholes)	12	13	63.8%	61.2%
*More than 25% of sample supplied by one organization													
Salary Range (Mean)													
Minimum										14	14	166.9	166.9
Midpoint										14	14	234.8	234.8
Maximum										14	14	302.7	302.7

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Sales Executive - Division 420.014.120

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420.014.120 Top Sales Executive - Division

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Other Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	17	17	138.4	184.0	195.0	203.2	220.0	278.0
Base Salary - Org Wtd	17	17	138.4	184.0	195.0	203.2	220.0	278.0
Base Salary - Incentive Eligible	17	17	138.4	184.0	195.0	203.2	220.0	278.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	16	16	35.3	47.7	65.6	68.8	86.3	111.8
Short-term Incentive (Actual)	13	13	12.4	38.8	94.8	76.6	113.8	118.8
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	7	7	--	29.9	37.4	53.5	86.7	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	17	17	160.9	208.1	277.8	263.2	323.2	339.2
Total Cash Comp (Actual) - Org Wtd	17	17	160.9	208.1	277.8	263.2	323.2	339.2
Total Cash Comp (Actual) - Rcvs	13	13	182.8	235.3	292.5	281.1	325.2	361.8
Total Cash Comp (Target)	16	16	173.8	228.0	262.9	270.3	295.1	380.8
Total Cash Comp (Target) - Rcvs	16	16	173.8	228.0	262.9	270.3	295.1	380.8

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	17	17	160.9	208.1	315.2	285.3	348.7	395.2
Total Direct Comp (Actual) - Rcvs	7	7	--	329.9	342.0	348.8	376.7	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	17	17	100%
Sales Incentive	0	0	0%
Profit Sharing	1	1	10%
Long-term Incentive	7	7	44%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	57%	57%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	57%	43%
Performance Shares/Share Units	14%	14%
Performance Cash Units	0%	0%
Long-term Cash	29%	29%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	13	13	38.3%	38.3%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	16	16	33.6%	33.6%
Short-term Incentive (Maximum)	8	8	52.2%	52.2%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	7	7	25.4%	25.4%

Salary Range (Mean)				
Minimum	11	11	154.3	154.3
Midpoint	11	11	199.0	199.0
Maximum	11	11	243.7	243.7

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Sales Executive - Division 420.014.120

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US MBD: Mercer Benchmark Database Executive

420.014.120 Top Sales Executive - Division

This is the top sales position with responsibility for the direction and management of the sales activities of the total organization. Directs the development of sales plans, strategies, objectives, policies, and procedures that conform to broad corporate marketing objectives. Manages field sales offices, inside sales, customer service functions, and/or the organization's relationship with distributors' and manufacturers' representative organizations. Frequently reports to a Chief Executive Officer or Chief Operating Officer. Note: Reporting entity is Division. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported. Do not match this position if employee is responsible for both marketing and sales - see Top Marketing and Sales Executive.

Other Non-Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	8	11	--	--	225.7	211.6	--	--
Base Salary - Org Wtd	8	11	--	--	219.6	212.6	--	--
Base Salary - Incentive Eligible	7	10	--	--	--	--	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	6	9	--	--	--	--	--	--
Short-term Incentive (Actual)	7	10	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	6	9	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	8	11	--	--	298.1	297.0	--	--
Total Cash Comp (Actual) - Org Wtd	8	11	--	--	294.5	298.4	--	--
Total Cash Comp (Actual) - Rcvs	7	10	--	--	--	--	--	--
Total Cash Comp (Target)	7	10	--	--	--	--	--	--
Total Cash Comp (Target) - Rcvs	6	9	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	8	11	--	--	434.0	467.7	--	--
Total Direct Comp (Actual) - Rcvs	6	9	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	7	10	91%
Sales Incentive	0	--	--%
Profit Sharing	0	0	--%
Long-term Incentive	6	9	82%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	7	10	--%	--%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	6	9	--%	--%
Short-term Incentive (Maximum)	5	8	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	6	9	--%	--%

Salary Range (Mean)				
Minimum	6	9	--	--
Midpoint	6	9	--	--
Maximum	6	9	--	--

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Sales Executive - Division 420.014.120

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420.014.120 Top Sales Executive - Division

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Other Non-Manufacturing

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	23	24	185.2	197.1	219.6	231.7	260.0	300.6
Base Salary - Org Wtd	23	24	184.4	195.0	219.5	231.1	260.0	301.3
Base Salary - Incentive Eligible	21	21	189.3	205.8	219.7	235.7	274.5	302.7
Base Salary - Not Incentive Eligible	*2	2	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	11	11	63.4	71.3	86.7	118.6	116.8	335.5
Short-term Incentive (Actual)	11	11	5.9	51.9	54.6	100.4	136.0	316.2
Sales Incentive (Target)	8	8	--	--	--	--	--	--
Sales Incentive (Actual)	10	10	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	9	9	--	--	116.8	119.9	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	23	24	204.3	262.9	312.5	328.2	366.2	457.5
Total Cash Comp (Actual) - Org Wtd	23	24	201.4	271.6	312.5	330.6	370.1	458.7
Total Cash Comp (Actual) - Rcvs	21	21	254.5	287.5	316.8	346.0	392.6	461.2
Total Cash Comp (Target)	22	23	201.7	261.3	288.8	323.7	375.6	488.4
Total Cash Comp (Target) - Rcvs	19	19	261.3	273.0	306.8	346.7	408.0	513.6

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	23	24	221.7	277.1	350.5	373.2	416.1	605.0
Total Direct Comp (Actual) - Rcvs	9	9	--	--	414.0	442.7	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	12	12	52%
Sales Incentive	10	10	50%
Profit Sharing	2	2	12%
Long-term Incentive	12	12	52%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	45%	44%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	64%	67%
Performance Shares/Share Units	36%	44%
Performance Cash Units	9%	11%
Long-term Cash	9%	11%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	11	11	40.4%	40.4%
Short-term Incentive (Threshold)	4	4	--%	--%
Short-term Incentive (Target)	11	11	45.6%	45.6%
Short-term Incentive (Maximum)	7	7	63.1%	63.1%
Sales Incentive (Actual)	10	10	--%	--%
Sales Incentive (Target)	8	8	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	9	9	46.9%	46.9%

Salary Range (Mean)				
Minimum	9	9	167.5	167.5
Midpoint	9	9	222.0	222.0
Maximum	9	9	276.6	276.6

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420.014.120 Top Sales Executive - Division

Retail & Wholesale

This is the top sales position with responsibility for the direction and management of the sales activities of the total organization. Directs the development of sales plans, strategies, objectives, policies, and procedures that conform to broad corporate marketing objectives. Manages field sales offices, inside sales, customer service functions, and/or the organization's relationship with distributors' and manufacturers' representative organizations. Frequently reports to a Chief Executive Officer or Chief Operating Officer. Note: Reporting entity is Division. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported. Do not match this position if employee is responsible for both marketing and sales - see Top Marketing and Sales Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	21	22	104.5	181.4	207.9	241.5	320.9	413.4
Base Salary - Org Wtd	21	22	103.0	172.2	210.0	242.8	323.2	417.3
Base Salary - Incentive Eligible	21	22	104.5	181.4	207.9	241.5	320.9	413.4
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	11	12	54.7	64.1	91.9	98.3	126.5	174.6
Short-term Incentive (Actual)	16	17	17.7	34.3	82.2	85.5	127.5	168.7
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	4	4	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	2	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	21	22	181.4	208.0	326.6	333.4	424.0	512.3
Total Cash Comp (Actual) - Org Wtd	21	22	180.1	206.1	327.6	333.7	430.1	515.4
Total Cash Comp (Actual) - Rcvrs	20	21	180.1	210.7	330.6	339.3	430.1	515.4
Total Cash Comp (Target)	15	16	244.3	274.4	339.6	346.6	427.6	461.5
Total Cash Comp (Target) - Rcvrs	11	12	223.5	267.0	304.1	328.2	406.5	464.9

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	21	22	181.4	208.0	326.6	337.6	424.0	564.8
Total Direct Comp (Actual) - Rcvrs	*2	2	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	17	18	82%
Sales Incentive	10	10	63%
Profit Sharing	8	8	50%
Long-term Incentive	2	2	10%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	16	17	45.5%	45.9%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	11	12	41.8%	42.5%
Short-term Incentive (Maximum)	4	4	--%	--%
Sales Incentive (Actual)	4	4	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	2	2	--%	--%

Salary Range (Mean)				
Minimum	3	3	--	--
Midpoint	3	3	--	--
Maximum	3	3	--	--

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Sales Executive - Division 420.014.120

US MBD: Mercer Benchmark Database Executive

420.014.120 Top Sales Executive - Division

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Services (Non-Financial)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	15	15	148.5	215.7	260.0	244.6	286.2	320.8
Base Salary - Org Wtd	15	15	148.5	215.7	260.0	244.6	286.2	320.8
Base Salary - Incentive Eligible	8	8	--	--	253.9	240.5	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	7	7	--	--	--	--	--	--
Short-term Incentive (Actual)	8	8	--	--	70.0	92.9	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	7	7	--	--	38.9	51.0	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	15	15	162.5	215.7	281.3	309.2	320.5	586.0
Total Cash Comp (Actual) - Org Wtd	15	15	162.5	215.7	281.3	309.2	320.5	586.0
Total Cash Comp (Actual) - Rcvrs	8	8	--	--	306.5	361.6	--	--
Total Cash Comp (Target)	13	13	--	--	286.2	298.5	--	--
Total Cash Comp (Target) - Rcvrs	7	7	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	15	15	185.3	224.4	286.2	333.0	358.8	656.0
Total Direct Comp (Actual) - Rcvrs	7	7	--	--	303.1	391.5	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	8	8	57%
Sales Incentive	1	1	--%
Profit Sharing	0	0	--%
Long-term Incentive	7	7	58%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	43%	43%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	57%	29%
Performance Shares/Share Units	43%	43%
Performance Cash Units	0%	0%
Long-term Cash	14%	14%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	8	8	35.5%	35.5%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	7	7	--%	--%
Short-term Incentive (Maximum)	1	1	--%	--%
Sales Incentive (Actual)	1	1	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	7	7	21.0%	21.0%

Salary Range (Mean)				
Minimum	10	10	--	--
Midpoint	10	10	--	--
Maximum	10	10	--	--

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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420.014.120 Top Sales Executive - Division

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Transportation Equipment

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	6	6	--	--	192.3	201.2	--	--
Base Salary - Org Wtd	6	6	--	--	192.3	201.2	--	--
Base Salary - Incentive Eligible	6	6	--	--	192.3	201.2	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	5	5	--	--	62.3	62.3	--	--
Short-term Incentive (Actual)	5	5	--	--	74.4	75.5	--	--
Sales Incentive (Target)	1	1	--	--	--	--	--	--
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	3	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	6	6	--	--	230.7	270.3	--	--
Total Cash Comp (Actual) - Org Wtd	6	6	--	--	230.7	270.3	--	--
Total Cash Comp (Actual) - Rcvs	6	6	--	--	230.7	270.3	--	--
Total Cash Comp (Target)	6	6	--	--	249.9	261.9	--	--
Total Cash Comp (Target) - Rcvs	6	6	--	--	249.9	261.9	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	6	6	--	--	244.1	281.0	--	--
Total Direct Comp (Actual) - Rcvs	*3	3	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	5	5	83%
Sales Incentive	1	1	20%
Profit Sharing	1	1	--%
Long-term Incentive	4	4	80%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	5	5	36.3%	36.3%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	5	5	29.7%	29.7%
Short-term Incentive (Maximum)	1	1	--%	--%
Sales Incentive (Actual)	1	1	--%	--%
Sales Incentive (Target)	1	1	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	3	3	--%	--%

Salary Range (Mean)				
Minimum	2	2	--	--
Midpoint	2	2	--	--
Maximum	2	2	--	--

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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420.011.120 Top Sales Executive - Subsidiary/Group

All Organizations

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	103	118	175.5	200.0	229.2	248.2	280.9	358.9
Base Salary - Org Wtd	103	118	176.9	200.0	230.0	252.4	298.7	364.5
Base Salary - Incentive Eligible	94	107	175.7	200.0	229.7	247.7	280.5	351.7
Base Salary - Not Incentive Eligible	*2	2	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	74	86	55.2	67.0	93.8	109.5	136.4	192.6
Short-term Incentive (Actual)	72	85	29.1	54.1	88.8	108.9	147.7	204.1
Sales Incentive (Target)	9	9	--	62.3	106.2	107.5	141.8	--
Sales Incentive (Actual)	10	10	8.6	34.0	97.2	101.3	132.3	251.8
Profit Sharing (Actual)	11	11	3.0	5.5	10.8	39.7	13.0	225.5
Long-term Incentive (Black-Scholes)	46	51	10.5	50.2	107.1	116.2	169.7	243.0

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	103	118	208.1	239.3	315.2	338.9	404.5	521.6
Total Cash Comp (Actual) - Org Wtd	103	118	210.2	247.6	325.3	347.4	423.2	543.7
Total Cash Comp (Actual) - Rcvrs	84	97	220.8	256.2	328.8	356.4	421.6	551.0
Total Cash Comp (Target)	99	114	225.3	259.7	314.1	337.7	395.0	502.3
Total Cash Comp (Target) - Rcvrs	82	94	250.8	270.1	328.3	355.0	405.6	534.2

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	103	118	213.4	275.0	352.5	389.2	471.3	608.2
Total Direct Comp (Actual) - Rcvrs	46	51	284.9	360.5	449.3	474.8	529.4	799.8

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	85	98	84%
Sales Incentive	11	11	13%
Profit Sharing	12	13	17%
Long-term Incentive	59	69	68%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	25%	24%
Share Appreciation Rights (SARs)	5%	4%
Restricted Shares/Share Units	59%	59%
Performance Shares/Share Units	27%	29%
Performance Cash Units	3%	2%
Long-term Cash	42%	29%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	72	85	42.8%	40.9%
Short-term Incentive (Threshold)	19	20	23.2%	24.1%
Short-term Incentive (Target)	74	86	44.2%	42.5%
Short-term Incentive (Maximum)	47	57	70.8%	68.3%
Sales Incentive (Actual)	10	10	51.2%	51.2%
Sales Incentive (Target)	9	9	58.6%	58.6%
Profit Sharing (Actual)	11	11	18.0%	18.0%
Long-term Incentive (Black-Scholes)	46	51	44.0%	45.0%

Salary Range (Mean)				
Minimum	52	63	170.7	170.0
Midpoint	52	63	228.2	226.2
Maximum	52	63	285.8	282.5

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Sales Executive - Subsidiary/Group 420.011.120

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420.011.120 Top Sales Executive - Subsidiary/Group

Consumer Goods

This is the top sales position with responsibility for the direction and management of the sales activities of the total organization. Directs the development of sales plans, strategies, objectives, policies, and procedures that conform to broad corporate marketing objectives. Manages field sales offices, inside sales, customer service functions, and/or the organization's relationship with distributors' and manufacturers' representative organizations. Frequently reports to a Chief Executive Officer or Chief Operating Officer. Note: Reporting entity is either Subsidiary or Group. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported. Do not match this position if employee is responsible for both marketing and sales - see Top Marketing and Sales Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	13	13	209.9	248.8	325.3	320.1	393.8	405.3
Base Salary - Org Wtd	13	13	209.9	248.8	325.3	320.1	393.8	405.3
Base Salary - Incentive Eligible	12	12	207.4	244.4	325.1	318.9	395.5	405.9
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	8	8	--	62.9	123.5	127.9	195.5	--
Short-term Incentive (Actual)	8	8	--	82.2	104.1	126.6	209.3	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*3	3	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	6	6	--	--	131.8	154.5	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	13	13	232.8	296.4	360.5	407.8	547.7	601.5
Total Cash Comp (Actual) - Org Wtd	13	13	232.8	296.4	360.5	407.8	547.7	601.5
Total Cash Comp (Actual) - Rcvs	9	9	--	327.3	493.3	455.8	595.6	--
Total Cash Comp (Target)	12	12	245.3	264.1	393.8	404.2	515.3	623.1
Total Cash Comp (Target) - Rcvs	8	8	--	306.3	435.5	445.6	586.4	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	13	13	254.4	299.2	386.0	479.1	651.1	843.7
Total Direct Comp (Actual) - Rcvs	6	6	--	--	588.7	591.1	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	11	11	92%
Sales Incentive	0	0	0%
Profit Sharing	3	3	38%
Long-term Incentive	7	7	70%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	29%	33%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	29%	33%
Performance Shares/Share Units	29%	33%
Performance Cash Units	14%	0%
Long-term Cash	43%	33%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	8	8	36.0%	36.0%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	8	8	38.5%	38.5%
Short-term Incentive (Maximum)	7	7	70.1%	70.1%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	3	3	--%	--%
Long-term Incentive (Black-Scholes)	6	6	42.5%	42.5%

Salary Range (Mean)				
Minimum	7	7	202.9	202.9
Midpoint	7	7	281.7	281.7
Maximum	7	7	360.6	360.6

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization
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420.011.120 Top Sales Executive - Subsidiary/Group

Insurance

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*6	7	--	--	239.5	265.3	--	--
Base Salary - Org Wtd	*6	7	--	--	269.8	279.8	--	--
Base Salary - Incentive Eligible	*6	7	--	--	239.5	265.3	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*6	7	--	--	120.0	123.5	--	--
Short-term Incentive (Actual)	*6	7	--	--	76.7	136.9	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*5	6	--	--	60.2	116.6	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*6	7	--	--	357.1	402.3	--	--
Total Cash Comp (Actual) - Org Wtd	*6	7	--	--	357.2	427.3	--	--
Total Cash Comp (Actual) - Rcvs	*6	7	--	--	357.1	402.3	--	--
Total Cash Comp (Target)	*6	7	--	--	383.2	388.8	--	--
Total Cash Comp (Target) - Rcvs	*6	7	--	--	383.2	388.8	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*6	7	--	--	357.1	502.2	--	--
Total Direct Comp (Actual) - Rcvs	*5	6	--	--	361.2	526.4	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	6	7	100%
Sales Incentive	0	0	0%
Profit Sharing	0	--	--%
Long-term Incentive	6	7	100%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	14%	17%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	57%	33%
Performance Shares/Share Units	43%	50%
Performance Cash Units	14%	17%
Long-term Cash	43%	0%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	6	7	47.1%	46.2%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	6	7	45.0%	44.3%
Short-term Incentive (Maximum)	3	3	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	5	6	41.1%	39.9%

Salary Range (Mean)				
Minimum	5	6	172.5	171.5
Midpoint	5	6	232.2	230.5
Maximum	5	6	292.0	289.5

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Sales Executive - Subsidiary/Group 420.011.120

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420.011.120 Top Sales Executive - Subsidiary/Group

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Other Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility			
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd
Base Salary									Short-term Incentive	14	15	68%
Base Salary - Inc Wtd	19	22	128.8	199.7	216.5	225.3	240.7	313.3	Sales Incentive	2	2	13%
Base Salary - Org Wtd	19	22	128.5	199.7	219.0	232.3	253.5	315.2	Profit Sharing	0	0	0%
Base Salary - Incentive Eligible	15	16	176.4	199.9	220.4	226.0	249.2	310.9	Long-term Incentive	8	9	47%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--				
Incentives									Of Those LTI Eligible:			
Short-term Incentive (Target)	13	14	51.7	59.9	101.7	98.9	115.8	170.6	Stock/Share Options		22%	25%
Short-term Incentive (Actual)	13	14	15.8	45.0	83.5	103.4	175.7	218.2	Share Appreciation Rights (SARs)		11%	13%
Sales Incentive (Target)	1	1	--	--	--	--	--	--	Restricted Shares/Share Units		56%	63%
Sales Incentive (Actual)	*2	2	--	--	--	--	--	--	Performance Shares/Share Units		11%	13%
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Performance Cash Units		0%	0%
Long-term Incentive (Black-Scholes)	7	8	--	--	122.5	113.8	--	--	Long-term Cash		44%	38%
Total Cash Compensation									Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Inc Wtd	19	22	133.1	212.5	269.6	293.8	404.5	476.2		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Org Wtd	19	22	141.0	218.3	295.0	310.3	405.6	490.3	Short-term Incentive (Actual)	13	14	44.1%
Total Cash Comp (Actual) - Rcvs	14	15	187.8	224.4	312.0	327.2	405.6	522.3	Short-term Incentive (Threshold)	3	3	--%
Total Cash Comp (Target)	19	22	128.8	223.5	292.7	292.8	355.5	433.2	Short-term Incentive (Target)	13	14	42.1%
Total Cash Comp (Target) - Rcvs	14	15	253.4	267.5	328.5	331.5	358.3	447.7	Short-term Incentive (Maximum)	7	8	70.6%
Total Direct Compensation (Black-Scholes)									Sales Incentive (Actual)	2	2	--%
Total Direct Comp (Actual)	19	22	133.1	212.5	311.9	335.1	478.2	562.6	Sales Incentive (Target)	1	1	--%
Total Direct Comp (Actual) - Rcvs	7	8	--	--	451.5	440.5	--	--	Profit Sharing (Actual)	0	0	--%
*More than 25% of sample supplied by one organization									Long-term Incentive (Black-Scholes)	7	8	50.9%
									Salary Range (Mean)			
									Minimum	7	9	171.3
									Midpoint	7	9	221.8
									Maximum	7	9	272.3

*More than 25% of sample supplied by one organization

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Sales Executive - Subsidiary/Group 420.011.120

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420.011.120 Top Sales Executive - Subsidiary/Group

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Other Non-Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	10	12	168.4	181.0	206.7	224.2	271.7	326.7
Base Salary - Org Wtd	10	12	167.1	184.6	220.0	232.1	282.8	338.6
Base Salary - Incentive Eligible	10	12	168.4	181.0	206.7	224.2	271.7	326.7
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*8	10	56.5	69.7	91.3	94.9	117.7	141.7
Short-term Incentive (Actual)	*7	9	--	35.6	50.5	70.7	103.8	--
Sales Incentive (Target)	1	1	--	--	--	--	--	--
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	4	4	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	10	12	186.8	221.2	269.3	300.1	370.0	467.1
Total Cash Comp (Actual) - Org Wtd	10	12	177.5	221.6	324.1	315.8	395.5	469.8
Total Cash Comp (Actual) - Rcvrs	*9	11	182.1	221.1	234.8	296.1	374.8	468.4
Total Cash Comp (Target)	10	12	206.2	241.1	269.6	306.3	389.4	441.9
Total Cash Comp (Target) - Rcvrs	*9	11	209.8	246.0	277.7	314.6	394.7	443.9

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	10	12	191.7	222.1	324.1	329.6	446.1	519.8
Total Direct Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	9	11	92%
Sales Incentive	1	1	17%
Profit Sharing	2	2	22%
Long-term Incentive	5	5	63%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	7	9	33.3%	30.4%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	8	10	41.3%	41.0%
Short-term Incentive (Maximum)	6	6	84.6%	84.6%
Sales Incentive (Actual)	1	1	--%	--%
Sales Incentive (Target)	1	1	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	4	4	--%	--%

Salary Range (Mean)				
Minimum	6	6	168.6	168.6
Midpoint	6	6	221.4	221.4
Maximum	6	6	274.2	274.2

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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420.011.120 Top Sales Executive - Subsidiary/Group

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Other Non-Manufacturing

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	10	11	189.3	209.1	250.0	255.3	280.0	348.9
Base Salary - Org Wtd	10	11	188.1	206.6	255.4	254.8	283.9	355.6
Base Salary - Incentive Eligible	10	11	189.3	209.1	250.0	255.3	280.0	348.9
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	8	9	--	76.6	83.9	127.9	163.9	--
Short-term Incentive (Actual)	8	9	--	51.3	115.3	125.8	171.2	--
Sales Incentive (Target)	1	1	--	--	--	--	--	--
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	3	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	10	11	241.0	295.7	343.0	370.4	420.0	610.2
Total Cash Comp (Actual) - Org Wtd	10	11	239.0	285.9	362.7	373.5	425.7	631.1
Total Cash Comp (Actual) - Rcvrs	9	10	239.0	300.0	364.7	377.9	425.7	631.1
Total Cash Comp (Target)	10	11	212.7	282.3	363.8	371.7	430.0	610.4
Total Cash Comp (Target) - Rcvrs	9	10	268.4	306.1	378.8	388.9	433.4	631.2

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	10	11	262.8	295.7	343.0	379.9	439.8	611.5
Total Direct Comp (Actual) - Rcvrs	*3	3	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	9	10	91%
Sales Incentive	1	1	13%
Profit Sharing	2	2	25%
Long-term Incentive	6	7	64%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	8	9	50.4%	48.2%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	8	9	49.4%	47.2%
Short-term Incentive (Maximum)	4	5	--%	--%
Sales Incentive (Actual)	1	1	--%	--%
Sales Incentive (Target)	1	1	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	3	3	--%	--%

Salary Range (Mean)				
Minimum	5	6	152.8	150.5
Midpoint	5	6	213.5	211.0
Maximum	5	6	274.1	271.4

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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420.011.120 Top Sales Executive - Subsidiary/Group

Retail & Wholesale

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	9	9	--	198.8	220.2	227.3	248.1	--
Base Salary - Org Wtd	9	9	--	198.8	220.2	227.3	248.1	--
Base Salary - Incentive Eligible	8	8	--	--	219.5	224.5	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	7	7	--	--	98.5	95.8	--	--
Short-term Incentive (Actual)	7	7	--	--	85.2	91.2	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	6	6	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	9	9	--	240.5	305.4	299.7	377.5	--
Total Cash Comp (Actual) - Org Wtd	9	9	--	240.5	305.4	299.7	377.5	--
Total Cash Comp (Actual) - Rcvs	7	7	--	--	344.6	324.8	--	--
Total Cash Comp (Target)	8	8	--	--	304.0	302.1	--	--
Total Cash Comp (Target) - Rcvs	7	7	--	--	328.0	309.6	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	9	9	--	343.8	397.5	397.2	459.7	--
Total Direct Comp (Actual) - Rcvs	6	6	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	8	8	89%
Sales Incentive	0	0	--%
Profit Sharing	1	1	13%
Long-term Incentive	6	6	67%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	7	7	41.1%	41.1%
Short-term Incentive (Threshold)	6	6	--%	--%
Short-term Incentive (Target)	7	7	45.0%	45.0%
Short-term Incentive (Maximum)	7	7	74.0%	74.0%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	6	6	--%	--%

Salary Range (Mean)				
Minimum	6	6	--	--
Midpoint	6	6	--	--
Maximum	6	6	--	--

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Sales Executive - Subsidiary/Group 420.011.120

2014

US MBD: Mercer Benchmark Database Executive

420.011.120 Top Sales Executive - Subsidiary/Group

This is the top sales position with responsibility for the direction and management of the sales activities of the total organization. Directs the development of sales plans, strategies, objectives, policies, and procedures that conform to broad corporate marketing objectives. Manages field sales offices, inside sales, customer service functions, and/or the organization's relationship with distributors' and manufacturers' representative organizations. Frequently reports to a Chief Executive Officer or Chief Operating Officer. Note: Reporting entity is either Subsidiary or Group. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported. Do not match this position if employee is responsible for both marketing and sales - see Top Marketing and Sales Executive

Services (Non-Financial)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	18	20	174.2	185.6	222.0	243.3	254.1	416.6
Base Salary - Org Wtd	18	20	169.7	182.6	222.0	244.8	277.1	427.6
Base Salary - Incentive Eligible	16	18	169.7	182.6	222.0	235.6	242.0	361.0
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	12	14	43.2	64.1	89.1	120.8	166.8	290.5
Short-term Incentive (Actual)	10	12	13.2	56.5	85.5	102.3	124.3	280.2
Sales Incentive (Target)	3	3	--	--	--	--	--	--
Sales Incentive (Actual)	*3	3	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	8	9	--	--	87.3	104.6	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	18	20	194.1	222.4	304.2	331.0	381.5	492.2
Total Cash Comp (Actual) - Org Wtd	18	20	191.6	217.6	304.1	334.2	398.0	528.1
Total Cash Comp (Actual) - Rcvrs	13	15	199.9	272.4	306.3	349.8	389.3	620.4
Total Cash Comp (Target)	16	18	204.9	282.6	318.4	358.9	398.7	600.9
Total Cash Comp (Target) - Rcvrs	14	16	239.8	286.4	318.4	364.7	380.2	646.2

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	18	20	194.1	230.1	325.5	378.0	491.6	658.6
Total Direct Comp (Actual) - Rcvrs	8	9	--	--	466.3	450.9	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	14	16	80%
Sales Incentive	4	4	29%
Profit Sharing	2	2	13%
Long-term Incentive	10	12	75%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	50%	22%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	58%	67%
Performance Shares/Share Units	25%	11%
Performance Cash Units	0%	0%
Long-term Cash	33%	33%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	10	12	39.8%	38.5%
Short-term Incentive (Threshold)	4	4	--%	--%
Short-term Incentive (Target)	12	14	51.6%	48.1%
Short-term Incentive (Maximum)	6	8	64.2%	61.5%
Sales Incentive (Actual)	3	3	--%	--%
Sales Incentive (Target)	3	3	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	8	9	37.3%	39.0%

Salary Range (Mean)				
Minimum	9	11	145.1	147.7
Midpoint	9	11	208.2	209.1
Maximum	9	11	271.3	270.4

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Sales Executive - Subsidiary/Group 420.011.120

2014

US MBD: Mercer Benchmark Database Executive

220.120.130 Top Security Executive

All Organizations

Responsible for the development and implementation of security policies that are appropriate for the organization. Ensures procedures are in place to protect the organization's intellectual and physical property, employees, and information systems. Serves as a liaison with all outside government and law enforcement officials on security matters for the organization. Frequently reports to a Chief Executive Officer, Chief Operating Officer, or Top Human Resources Management Executive. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility			
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd
Base Salary												
Base Salary - Inc Wtd	98	98	135.2	159.1	199.4	204.1	239.7	283.4	Short-term Incentive	87	87	90%
Base Salary - Org Wtd	98	98	135.2	159.1	199.4	204.1	239.7	283.4	Sales Incentive	0	0	0%
Base Salary - Incentive Eligible	87	87	143.6	166.1	204.3	209.1	245.0	284.8	Profit Sharing	4	4	7%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	58	58	60%
Incentives												
Short-term Incentive (Target)	66	66	29.7	40.3	64.0	72.2	89.0	124.3	Of Those LTI Eligible:			
Short-term Incentive (Actual)	78	78	18.4	28.9	59.7	75.1	94.2	128.8	Stock/Share Options	% Eligible		% Receiving
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)	32%		32%
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	2%		0%
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--	Performance Shares/Share Units	62%		62%
Long-term Incentive (Black-Scholes)	47	47	20.9	48.1	76.6	104.9	147.5	242.5	Performance Cash Units	36%		34%
									Performance Cash Units	6%		0%
									Long-term Cash	25%		26%
Total Cash Compensation												
Total Cash Comp (Actual) - Inc Wtd	98	98	141.3	183.1	250.9	264.1	311.9	396.4	Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Org Wtd	98	98	141.3	183.1	250.9	264.1	311.9	396.4		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Rcvrs	78	78	169.9	204.3	262.4	284.1	341.8	407.9	Short-term Incentive (Actual)	78	78	33.7%
Total Cash Comp (Target)	85	85	140.7	186.8	250.0	261.8	335.4	386.2	Short-term Incentive (Threshold)	19	19	14.2%
Total Cash Comp (Target) - Rcvrs	66	66	179.0	203.3	265.3	282.1	342.4	399.3	Short-term Incentive (Target)	66	66	32.4%
									Short-term Incentive (Maximum)	37	37	59.8%
									Sales Incentive (Actual)	0	0	--%
									Sales Incentive (Target)	0	0	--%
									Profit Sharing (Actual)	2	2	--%
									Long-term Incentive (Black-Scholes)	47	47	44.3%
Total Direct Compensation (Black-Scholes)												
Total Direct Comp (Actual)	98	98	142.0	194.4	265.5	314.4	410.0	515.4	Salary Range (Mean)			
Total Direct Comp (Actual) - Rcvrs	47	47	197.2	275.6	386.5	396.6	478.7	581.9	Minimum	65	65	146.8
									Midpoint	65	65	198.0
									Maximum	65	65	249.1
*More than 25% of sample supplied by one organization												

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Responsible for the development and implementation of security policies that are appropriate for the organization. Ensures procedures are in place to protect the organization's intellectual and physical property, employees, and information systems. Serves as a liaison with all outside government and law enforcement officials on security matters for the organization. Frequently reports to a Chief Executive Officer, Chief Operating Officer, or Top Human Resources Management Executive. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Consumer Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	7	7	--	--	217.4	222.0	--	--
Base Salary - Org Wtd	7	7	--	--	217.4	222.0	--	--
Base Salary - Incentive Eligible	7	7	--	--	217.4	222.0	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	6	6	--	--	87.3	80.9	--	--
Short-term Incentive (Actual)	7	7	--	--	85.9	70.1	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	6	6	--	--	96.8	115.3	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	7	7	--	--	303.2	293.1	--	--
Total Cash Comp (Actual) - Org Wtd	7	7	--	--	303.2	293.1	--	--
Total Cash Comp (Actual) - Rcvrs	7	7	--	--	303.2	293.1	--	--
Total Cash Comp (Target)	6	6	--	--	314.5	308.6	--	--
Total Cash Comp (Target) - Rcvrs	6	6	--	--	314.5	308.6	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	7	7	--	--	433.6	391.9	--	--
Total Direct Comp (Actual) - Rcvrs	6	6	--	--	437.9	426.8	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	7	7	100%
Sales Incentive	0	0	--%
Profit Sharing	1	--	--%
Long-term Incentive	7	7	100%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	57%	67%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	43%	50%
Performance Shares/Share Units	57%	67%
Performance Cash Units	0%	0%
Long-term Cash	14%	0%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	7	7	29.5%	29.5%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	6	6	33.7%	33.7%
Short-term Incentive (Maximum)	3	3	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	6	6	45.0%	45.0%

Salary Range (Mean)				
Minimum	6	6	141.7	141.7
Midpoint	6	6	208.3	208.3
Maximum	6	6	275.0	275.0

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Energy

Responsible for the development and implementation of security policies that are appropriate for the organization. Ensures procedures are in place to protect the organization's intellectual and physical property, employees, and information systems. Serves as a liaison with all outside government and law enforcement officials on security matters for the organization. Frequently reports to a Chief Executive Officer, Chief Operating Officer, or Top Human Resources Management Executive. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	6	6	--	--	210.6	196.4	--	--
Base Salary - Org Wtd	6	6	--	--	210.6	196.4	--	--
Base Salary - Incentive Eligible	5	5	--	--	211.1	210.5	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	5	5	--	--	59.4	60.1	--	--
Short-term Incentive (Actual)	5	5	--	--	59.2	66.9	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	3	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	6	6	--	--	268.3	252.1	--	--
Total Cash Comp (Actual) - Org Wtd	6	6	--	--	268.3	252.1	--	--
Total Cash Comp (Actual) - Rcvrs	5	5	--	--	269.2	277.4	--	--
Total Cash Comp (Target)	6	6	--	--	264.7	246.5	--	--
Total Cash Comp (Target) - Rcvrs	5	5	--	--	271.7	270.6	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	6	6	--	--	323.8	327.3	--	--
Total Direct Comp (Actual) - Rcvrs	*3	3	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	5	5	83%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	4	4	67%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	5	5	30.9%	30.9%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	5	5	28.0%	28.0%
Short-term Incentive (Maximum)	3	3	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	3	3	--%	--%

Salary Range (Mean)				
Minimum	5	5	153.9	153.9
Midpoint	5	5	195.3	195.3
Maximum	5	5	236.7	236.7

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Security Executive 220 120.130

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US MBD: Mercer Benchmark Database Executive

220.120.130 Top Security Executive

Responsible for the development and implementation of security policies that are appropriate for the organization. Ensures procedures are in place to protect the organization's intellectual and physical property, employees, and information systems. Serves as a liaison with all outside government and law enforcement officials on security matters for the organization. Frequently reports to a Chief Executive Officer, Chief Operating Officer, or Top Human Resources Management Executive. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Financial Services

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	13	13	95.2	125.0	176.8	178.5	219.4	304.0
Base Salary - Org Wtd	13	13	95.2	125.0	176.8	178.5	219.4	304.0
Base Salary - Incentive Eligible	12	12	94.1	123.6	173.5	178.6	225.5	315.5
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	4	4	--	--	--	--	--	--
Short-term Incentive (Actual)	12	12	8.3	12.8	45.9	78.5	60.9	395.9
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	4	4	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	13	13	110.5	139.6	176.8	251.0	276.8	655.5
Total Cash Comp (Actual) - Org Wtd	13	13	110.5	139.6	176.8	251.0	276.8	655.5
Total Cash Comp (Actual) - Rcvs	12	12	110.4	138.5	205.0	257.2	287.1	710.4
Total Cash Comp (Target)	9	9	--	143.3	176.8	211.6	297.7	--
Total Cash Comp (Target) - Rcvs	4	4	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	13	13	110.5	147.1	232.2	267.9	307.7	681.3
Total Direct Comp (Actual) - Rcvs	4	4	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	12	12	92%
Sales Incentive	0	0	0%
Profit Sharing	1	1	17%
Long-term Incentive	5	5	42%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	0%	--%
Share Appreciation Rights (SARs)	0%	--%
Restricted Shares/Share Units	60%	--%
Performance Shares/Share Units	20%	--%
Performance Cash Units	0%	--%
Long-term Cash	20%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	12	12	32.2%	32.2%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	4	4	--%	--%
Short-term Incentive (Maximum)	2	2	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	4	4	--%	--%

Salary Range (Mean)				
Minimum	8	8	121.3	121.3
Midpoint	8	8	163.6	163.6
Maximum	8	8	205.9	205.9

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Security Executive 220.120.130

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Insurance

Responsible for the development and implementation of security policies that are appropriate for the organization. Ensures procedures are in place to protect the organization's intellectual and physical property, employees, and information systems. Serves as a liaison with all outside government and law enforcement officials on security matters for the organization. Frequently reports to a Chief Executive Officer, Chief Operating Officer, or Top Human Resources Management Executive. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	12	12	123.1	165.4	234.5	214.3	262.5	288.0
Base Salary - Org Wtd	12	12	123.1	165.4	234.5	214.3	262.5	288.0
Base Salary - Incentive Eligible	12	12	123.1	165.4	234.5	214.3	262.5	288.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	10	10	12.2	30.7	64.9	69.9	90.3	181.1
Short-term Incentive (Actual)	9	9	--	60.0	95.9	93.5	126.4	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	7	7	--	73.0	114.7	115.6	169.2	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	12	12	132.4	208.4	275.6	284.4	386.1	407.0
Total Cash Comp (Actual) - Org Wtd	12	12	132.4	208.4	275.6	284.4	386.1	407.0
Total Cash Comp (Actual) - Rcvrs	9	9	--	227.9	310.0	308.8	400.7	--
Total Cash Comp (Target)	10	10	128.1	197.2	251.6	276.9	348.7	468.3
Total Cash Comp (Target) - Rcvrs	10	10	128.1	197.2	251.6	276.9	348.7	468.3

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	12	12	132.4	208.4	341.8	351.9	509.3	561.2
Total Direct Comp (Actual) - Rcvrs	7	7	--	354.7	470.9	461.8	553.5	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	12	12	100%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	8	8	67%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	14%	14%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	57%	57%
Performance Shares/Share Units	43%	29%
Performance Cash Units	0%	0%
Long-term Cash	43%	43%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	9	9	42.2%	42.2%
Short-term Incentive (Threshold)	4	4	--%	--%
Short-term Incentive (Target)	10	10	31.3%	31.3%
Short-term Incentive (Maximum)	6	6	57.3%	57.3%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	7	7	45.7%	45.7%

Salary Range (Mean)				
Minimum	10	10	145.8	145.8
Midpoint	10	10	196.2	196.2
Maximum	10	10	246.7	246.7

2014

US MBD: Mercer Benchmark Database Executive

220.120.130 Top Security Executive

Responsible for the development and implementation of security policies that are appropriate for the organization. Ensures procedures are in place to protect the organization's intellectual and physical property, employees, and information systems. Serves as a liaison with all outside government and law enforcement officials on security matters for the organization. Frequently reports to a Chief Executive Officer, Chief Operating Officer, or Top Human Resources Management Executive. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Other Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility				
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd	
Base Salary									Short-term Incentive	7	7	100%	
Base Salary - Inc Wtd	7	7	--	200.7	215.0	214.5	244.8	--	Sales Incentive	0	0	--%	
Base Salary - Org Wtd	7	7	--	200.7	215.0	214.5	244.8	--	Profit Sharing	0	0	--%	
Base Salary - Incentive Eligible	7	7	--	200.7	215.0	214.5	244.8	--	Long-term Incentive	6	6	86%	
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--					
Incentives									Of Those LTI Eligible:	% Eligible	% Receiving		
Short-term Incentive (Target)	6	6	--	--	78.6	78.7	--	--	Stock/Share Options	60%	60%		
Short-term Incentive (Actual)	6	6	--	--	72.9	106.4	--	--	Share Appreciation Rights (SARs)	0%	0%		
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	60%	60%		
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	0%	0%		
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Performance Cash Units	20%	0%		
Long-term Incentive (Black-Scholes)	5	5	--	--	70.0	129.2	--	--	Long-term Cash	60%	60%		
Total Cash Compensation									Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Total Cash Comp (Actual) - Inc Wtd	7	7	--	220.0	295.2	305.7	350.9	--	Short-term Incentive (Actual)	6	6	51.4%	51.4%
Total Cash Comp (Actual) - Org Wtd	7	7	--	220.0	295.2	305.7	350.9	--	Short-term Incentive (Threshold)	2	2	--%	--%
Total Cash Comp (Actual) - Rcvrs	6	6	--	--	306.5	320.0	--	--	Short-term Incentive (Target)	6	6	35.8%	35.8%
Total Cash Comp (Target)	6	6	--	--	294.4	292.3	--	--	Short-term Incentive (Maximum)	5	5	66.0%	66.0%
Total Cash Comp (Target) - Rcvrs	6	6	--	--	294.4	292.3	--	--	Sales Incentive (Actual)	0	0	--%	--%
Total Direct Compensation (Black-Scholes)									Sales Incentive (Target)	0	0	--%	--%
Total Direct Comp (Actual)	7	7	--	248.7	386.5	398.0	494.5	--	Profit Sharing (Actual)	0	0	--%	--%
Total Direct Comp (Actual) - Rcvrs	5	5	--	--	386.5	414.4	--	--	Long-term Incentive (Black-Scholes)	5	5	54.9%	54.9%
*More than 25% of sample supplied by one organization													
Salary Range (Mean)													
Minimum										4	4	--	--
Midpoint										4	4	--	--
Maximum										4	4	--	--

*More than 25% of sample supplied by one organization

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Security Executive 220.120.130

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US MBD: Mercer Benchmark Database Executive

220.120.130 Top Security Executive

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Other Non-Manufacturing

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	17	17	144.6	167.1	189.0	199.2	227.8	271.9
Base Salary - Org Wtd	17	17	144.6	167.1	189.0	199.2	227.8	271.9
Base Salary - Incentive Eligible	16	16	143.5	166.6	189.9	201.1	228.0	273.8
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	13	13	35.7	42.0	61.3	71.1	74.7	171.1
Short-term Incentive (Actual)	16	16	21.0	56.1	67.3	70.6	85.2	122.5
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	5	5	--	--	50.0	93.3	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	17	17	180.2	206.1	254.4	266.2	308.3	380.5
Total Cash Comp (Actual) - Org Wtd	17	17	180.2	206.1	254.4	266.2	308.3	380.5
Total Cash Comp (Actual) - Rcvrs	16	16	185.3	222.5	255.1	272.3	314.2	389.7
Total Cash Comp (Target)	16	16	167.6	191.8	226.3	255.3	296.4	410.1
Total Cash Comp (Target) - Rcvrs	13	13	183.8	203.6	253.0	273.8	322.5	446.8

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	17	17	180.2	223.5	255.7	293.6	341.0	470.4
Total Direct Comp (Actual) - Rcvrs	5	5	--	--	366.8	397.0	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	16	16	94%
Sales Incentive	0	0	0%
Profit Sharing	1	1	10%
Long-term Incentive	9	9	53%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	29%	20%
Share Appreciation Rights (SARs)	14%	0%
Restricted Shares/Share Units	71%	80%
Performance Shares/Share Units	14%	0%
Performance Cash Units	14%	0%
Long-term Cash	14%	20%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	16	16	34.7%	34.7%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	13	13	33.7%	33.7%
Short-term Incentive (Maximum)	5	5	58.5%	58.5%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	5	5	41.1%	41.1%

Salary Range (Mean)				
Minimum	11	11	151.3	151.3
Midpoint	11	11	208.0	208.0
Maximum	11	11	264.7	264.7

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Security Executive 220.120.130

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US MBD: Mercer Benchmark Database Executive

220.120.130 Top Security Executive

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Services (Non-Financial)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	23	23	137.2	147.9	178.9	204.3	260.7	286.5
Base Salary - Org Wtd	23	23	137.2	147.9	178.9	204.3	260.7	286.5
Base Salary - Incentive Eligible	15	15	147.1	169.5	192.3	224.0	280.5	336.8
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	10	10	26.2	41.3	58.7	70.2	102.4	137.4
Short-term Incentive (Actual)	13	13	18.2	22.6	34.4	52.3	77.6	123.3
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	7	7	--	16.5	37.2	48.4	90.0	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	23	23	137.2	169.2	204.0	233.8	290.1	403.0
Total Cash Comp (Actual) - Org Wtd	23	23	137.2	169.2	204.0	233.8	290.1	403.0
Total Cash Comp (Actual) - Rcvrs	13	13	169.5	199.2	264.3	283.1	381.2	423.0
Total Cash Comp (Target)	20	20	136.1	151.0	215.6	241.0	326.2	408.0
Total Cash Comp (Target) - Rcvrs	10	10	190.2	201.2	254.2	285.7	385.2	417.7

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	23	23	137.2	178.9	220.4	248.5	290.1	459.2
Total Direct Comp (Actual) - Rcvrs	7	7	--	194.1	230.5	319.2	478.7	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	15	15	68%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	8	8	36%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	13%	14%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	88%	71%
Performance Shares/Share Units	38%	43%
Performance Cash Units	0%	0%
Long-term Cash	25%	29%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	13	13	23.1%	23.1%
Short-term Incentive (Threshold)	4	4	--%	--%
Short-term Incentive (Target)	10	10	31.0%	31.0%
Short-term Incentive (Maximum)	5	5	52.5%	52.5%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	7	7	21.9%	21.9%

Salary Range (Mean)				
Minimum	15	15	145.0	145.0
Midpoint	15	15	195.1	195.1
Maximum	15	15	245.2	245.2

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Security Executive 220.120.130

2014

US MBD: Mercer Benchmark Database Executive

110.212.131 Top Shareholder Relations Executive

All Organizations

This is the top shareholder relations position, including stockholder relations, with responsibility for planning, developing, executing, and monitoring the communications program aimed at shareholders and the investment community. Supervises proxy solicitation and distribution of financial reports to shareholders and the investment community. Responsible for the supervision of the shareholder relations staff. Frequently reports to a Top Legal Executive/General Counsel. Note. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	6	6	--	--	220.4	219.3	--	--
Base Salary - Org Wtd	6	6	--	--	220.4	219.3	--	--
Base Salary - Incentive Eligible	4	4	--	--	--	--	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--
Incentives								
Short-term Incentive (Target)	4	4	--	--	--	--	--	--
Short-term Incentive (Actual)	4	4	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	4	4	--	--	--	--	--	--
Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	6	6	--	--	257.4	283.1	--	--
Total Cash Comp (Actual) - Org Wtd	6	6	--	--	257.4	283.1	--	--
Total Cash Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--
Total Cash Comp (Target)	5	5	--	--	321.3	295.6	--	--
Total Cash Comp (Target) - Rcvrs	4	4	--	--	--	--	--	--
Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	6	6	--	--	274.1	536.8	--	--
Total Direct Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	4	4	80%
Sales Incentive	0	0	--%
Profit Sharing	0	0	--%
Long-term Incentive	4	4	80%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	4	4	--%	--%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	4	4	--%	--%
Short-term Incentive (Maximum)	1	1	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	4	4	--%	--%

Salary Range (Mean)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Minimum	5	5	166.0	166.0
Midpoint	5	5	212.0	212.0
Maximum	5	5	258.0	258.0

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Shareholder Relations Executive 110.212.131

2014

US MBD: Mercer Benchmark Database Executive

420.488.133 Top Single Account Executive

Has complete national responsibility for the largest single customer account. Develops and implements sales strategies to achieve revenue targets and service goals for the largest account in the organization. Is involved in pricing strategies, contract negotiations, and possibly supply chain management strategy. Frequently reports to a Top Sales Executive. Note: Do not match to this position if the incumbent has regional responsibility for the largest customer account or is responsible for multiple accounts. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Organizations

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	17	18	160.0	173.3	219.4	217.8	263.1	281.5
Base Salary - Org Wtd	17	18	160.0	171.7	231.8	216.8	257.5	282.9
Base Salary - Incentive Eligible	14	15	165.0	178.7	231.8	223.0	265.0	285.9
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	12	12	18.6	64.4	76.5	94.1	118.1	219.1
Short-term Incentive (Actual)	9	9	--	60.4	80.5	100.5	124.2	--
Sales Incentive (Target)	*2	2	--	--	--	--	--	--
Sales Incentive (Actual)	*3	3	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	6	6	--	--	108.2	114.5	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	17	18	165.4	230.3	277.4	314.4	396.6	492.4
Total Cash Comp (Actual) - Org Wtd	17	18	164.8	228.8	260.2	310.1	398.3	503.6
Total Cash Comp (Actual) - Rcvrs	11	12	229.0	255.5	363.8	365.7	449.3	559.1
Total Cash Comp (Target)	15	16	183.5	242.2	290.3	305.4	374.9	464.4
Total Cash Comp (Target) - Rcvrs	14	14	217.4	247.0	312.3	322.8	388.6	466.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	17	18	165.4	246.6	349.8	352.5	467.1	593.2
Total Direct Comp (Actual) - Rcvrs	6	6	--	--	357.8	397.8	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	12	12	75%
Sales Incentive	3	3	23%
Profit Sharing	0	0	0%
Long-term Incentive	8	8	50%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	33%	17%
Share Appreciation Rights (SARs)	17%	17%
Restricted Shares/Share Units	33%	33%
Performance Shares/Share Units	17%	0%
Performance Cash Units	17%	0%
Long-term Cash	33%	33%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	9	9	43.8%	43.8%
Short-term Incentive (Threshold)	5	5	13.5%	13.5%
Short-term Incentive (Target)	12	12	40.5%	40.5%
Short-term Incentive (Maximum)	5	5	61.6%	61.6%
Sales Incentive (Actual)	3	3	--%	--%
Sales Incentive (Target)	2	2	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	6	6	53.3%	53.3%

Salary Range (Mean)				
Minimum	7	7	154.4	154.4
Midpoint	7	7	204.0	204.0
Maximum	7	7	253.5	253.5

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Single Account Executive 420.488.133

2014

US MBD: Mercer Benchmark Database Executive

420.488.133 Top Single Account Executive

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Consumer Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	6	6	--	--	231.1	229.6	--	--
Base Salary - Org Wtd	6	6	--	--	231.1	229.6	--	--
Base Salary - Incentive Eligible	5	5	--	--	265.0	242.4	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	4	4	--	--	--	--	--	--
Short-term Incentive (Actual)	*3	3	--	--	--	--	--	--
Sales Incentive (Target)	1	1	--	--	--	--	--	--
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	2	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	6	6	--	--	277.4	318.8	--	--
Total Cash Comp (Actual) - Org Wtd	6	6	--	--	277.4	318.8	--	--
Total Cash Comp (Actual) - Rcvs	4	4	--	--	--	--	--	--
Total Cash Comp (Target)	5	5	--	--	344.5	331.0	--	--
Total Cash Comp (Target) - Rcvs	5	5	--	--	344.5	331.0	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	6	6	--	--	313.9	333.5	--	--
Total Direct Comp (Actual) - Rcvs	*2	2	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	4	4	80%
Sales Incentive	1	1	--%
Profit Sharing	0	0	--%
Long-term Incentive	3	3	60%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	3	3	--%	--%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	4	4	--%	--%
Short-term Incentive (Maximum)	2	2	--%	--%
Sales Incentive (Actual)	1	1	--%	--%
Sales Incentive (Target)	1	1	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	2	2	--%	--%

Salary Range (Mean)				
Minimum	2	2	--	--
Midpoint	2	2	--	--
Maximum	2	2	--	--

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Single Account Executive 420.488.133

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Services (Non-Financial)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	6	6	--	--	176.8	199.4	--	--
Base Salary - Org Wtd	6	6	--	--	176.8	199.4	--	--
Base Salary - Incentive Eligible	6	6	--	--	176.8	199.4	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	5	5	--	--	70.0	82.0	--	--
Short-term Incentive (Actual)	4	4	--	--	--	--	--	--
Sales Incentive (Target)	1	1	--	--	--	--	--	--
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	4	4	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	6	6	--	--	291.7	311.5	--	--
Total Cash Comp (Actual) - Org Wtd	6	6	--	--	291.7	311.5	--	--
Total Cash Comp (Actual) - Rcvrs	5	5	--	--	347.0	340.2	--	--
Total Cash Comp (Target)	6	6	--	--	274.8	294.4	--	--
Total Cash Comp (Target) - Rcvrs	6	6	--	--	274.8	294.4	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	6	6	--	--	421.4	411.3	--	--
Total Direct Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	5	5	83%
Sales Incentive	1	1	20%
Profit Sharing	0	0	0%
Long-term Incentive	4	4	67%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	4	4	--%	--%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	5	5	37.0%	37.0%
Short-term Incentive (Maximum)	3	3	--%	--%
Sales Incentive (Actual)	1	1	--%	--%
Sales Incentive (Target)	1	1	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	4	4	--%	--%

Salary Range (Mean)				
Minimum	2	2	--	--
Midpoint	2	2	--	--
Maximum	2	2	--	--

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Single Account Executive 420.488.133

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US MBD: Mercer Benchmark Database Executive

320.414.130 Top Software Development Executive

This is the top software development position that provides overall direction in the planning, design, and development processes of software programs for third party customers. Directs activities associated with software product design for third party customers. Frequently reports to a Chief Information Officer. Note: If the incumbent is responsible for the development of software for internal use, please match to Top IT Applications Executive. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Organizations

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	36	37	120.8	165.2	213.6	210.2	249.7	298.0
Base Salary - Org Wtd	36	37	120.7	165.1	211.4	209.8	249.9	298.3
Base Salary - Incentive Eligible	33	34	126.5	167.6	215.1	215.0	256.3	298.8
Base Salary - Not Incentive Eligible	*2	2	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	29	30	29.5	39.9	53.6	67.8	91.0	135.7
Short-term Incentive (Actual)	26	27	12.4	29.5	65.0	59.6	84.4	107.9
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	11	11	18.5	19.0	125.3	113.4	178.5	228.8

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	36	37	148.9	168.8	256.9	253.6	327.3	359.1
Total Cash Comp (Actual) - Org Wtd	36	37	148.7	168.4	246.0	251.9	327.8	359.8
Total Cash Comp (Actual) - Rcvs	26	27	156.9	182.1	303.3	276.2	336.6	367.0
Total Cash Comp (Target)	34	35	149.5	198.4	281.5	270.4	330.0	400.4
Total Cash Comp (Target) - Rcvs	29	30	157.6	234.7	284.8	284.4	350.1	410.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	36	37	148.9	173.7	289.0	287.4	350.4	465.1
Total Direct Comp (Actual) - Rcvs	11	11	181.0	230.4	445.5	398.5	469.0	601.5

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	33	34	92%
Sales Incentive	0	0	0%
Profit Sharing	1	1	4%
Long-term Incentive	17	18	60%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	19%	18%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	69%	55%
Performance Shares/Share Units	19%	27%
Performance Cash Units	6%	0%
Long-term Cash	38%	18%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	26	27	26.8%	27.4%
Short-term Incentive (Threshold)	8	8	21.3%	21.3%
Short-term Incentive (Target)	29	30	31.4%	31.6%
Short-term Incentive (Maximum)	14	15	64.4%	64.9%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	11	11	45.4%	45.4%

Salary Range (Mean)				
Minimum	20	21	130.7	132.2
Midpoint	20	21	177.9	180.6
Maximum	20	21	225.1	229.1

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US MBD: Mercer Benchmark Database Executive

320.414.130 Top Software Development Executive

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Other Non-Manufacturing

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	9	9	--	211.4	275.0	251.0	289.5	--
Base Salary - Org Wtd	9	9	--	211.4	275.0	251.0	289.5	--
Base Salary - Incentive Eligible	9	9	--	211.4	275.0	251.0	289.5	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	8	8	--	--	97.1	89.8	--	--
Short-term Incentive (Actual)	8	8	--	--	61.7	60.0	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	4	4	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	9	9	--	258.4	326.4	304.3	351.0	--
Total Cash Comp (Actual) - Org Wtd	9	9	--	258.4	326.4	304.3	351.0	--
Total Cash Comp (Actual) - Rcvrs	8	8	--	--	331.4	315.7	--	--
Total Cash Comp (Target)	9	9	--	268.9	350.0	330.8	402.4	--
Total Cash Comp (Target) - Rcvrs	8	8	--	--	370.0	336.9	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	9	9	--	258.4	326.4	357.5	465.4	--
Total Direct Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	9	9	100%
Sales Incentive	0	0	0%
Profit Sharing	1	1	14%
Long-term Incentive	5	5	63%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	8	8	23.3%	23.3%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	8	8	35.0%	35.0%
Short-term Incentive (Maximum)	1	1	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	4	4	--%	--%

Salary Range (Mean)				
Minimum	3	3	--	--
Midpoint	3	3	--	--
Maximum	3	3	--	--

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Services (Non-Financial)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	7	7	--	--	162.1	157.5	--	--
Base Salary - Org Wtd	7	7	--	--	162.1	157.5	--	--
Base Salary - Incentive Eligible	5	5	--	--	--	--	--	--
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*3	3	--	--	--	--	--	--
Short-term Incentive (Actual)	*2	2	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*1	1	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	7	7	--	--	162.1	171.6	--	--
Total Cash Comp (Actual) - Org Wtd	7	7	--	--	162.1	171.6	--	--
Total Cash Comp (Actual) - Rcvrs	*2	2	--	--	--	--	--	--
Total Cash Comp (Target)	6	6	--	--	163.4	198.8	--	--
Total Cash Comp (Target) - Rcvrs	*3	3	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	7	7	--	--	162.1	195.1	--	--
Total Direct Comp (Actual) - Rcvrs	*1	1	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	5	5	71%
Sales Incentive	0	0	--%
Profit Sharing	0	0	--%
Long-term Incentive	1	1	--%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	2	2	--%	--%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	3	3	--%	--%
Short-term Incentive (Maximum)	2	2	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	1	1	--%	--%

Salary Range (Mean)				
Minimum	4	4	--	--
Midpoint	4	4	--	--
Maximum	4	4	--	--

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110.101.130 Top Strategic Planning Executive

Responsible for the establishment of organization objectives, in the development of organization long-range and strategic plans, the identification of organization strengths and weaknesses, and business opportunities. May conduct special studies for top management in areas such as the organization's operational effectiveness, capacity utilization, operating cost containment, etc. May be responsible for mergers and acquisitions activity. Frequently reports to a Chief Executive Officer. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Organizations

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	233	239	185.0	230.0	280.0	306.7	352.6	475.0
Base Salary - Org Wtd	233	239	184.2	230.3	285.0	308.5	357.5	490.0
Base Salary - Incentive Eligible	209	215	191.0	238.3	292.1	315.7	370.3	500.0
Base Salary - Not Incentive Eligible	6	6	--	--	278.8	268.3	--	--

Incentives								
Short-term Incentive (Target)	189	193	50.9	81.6	127.0	158.9	211.9	318.6
Short-term Incentive (Actual)	184	190	41.1	66.5	122.0	171.7	218.6	376.9
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	6	6	--	--	14.0	12.3	--	--
Long-term Incentive (Black-Scholes)	130	134	33.8	87.2	194.4	313.0	358.2	821.1

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	233	239	207.9	288.3	365.3	443.6	529.9	793.4
Total Cash Comp (Actual) - Org Wtd	233	239	206.5	286.1	369.1	446.2	542.8	794.0
Total Cash Comp (Actual) - Rcvrs	185	191	244.1	322.4	400.7	485.6	587.0	831.6
Total Cash Comp (Target)	218	222	223.2	306.2	397.1	451.7	537.2	786.6
Total Cash Comp (Target) - Rcvrs	189	193	258.2	324.9	435.7	478.5	576.5	807.2

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	233	239	210.4	300.0	469.6	619.0	734.5	1,254.1
Total Direct Comp (Actual) - Rcvrs	130	134	332.8	454.2	641.2	826.8	974.9	1,660.0

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	208	214	91%
Sales Incentive	0	0	0%
Profit Sharing	13	13	9%
Long-term Incentive	152	158	71%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	41%	36%
Share Appreciation Rights (SARs)	4%	2%
Restricted Shares/Share Units	69%	69%
Performance Shares/Share Units	44%	44%
Performance Cash Units	8%	3%
Long-term Cash	31%	25%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	184	190	49.6%	49.5%
Short-term Incentive (Threshold)	70	70	21.2%	21.2%
Short-term Incentive (Target)	189	193	46.5%	46.1%
Short-term Incentive (Maximum)	120	124	80.8%	80.0%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	6	6	3.7%	3.7%
Long-term Incentive (Black-Scholes)	130	134	83.1%	81.8%

Salary Range (Mean)				
Minimum	112	118	206.9	204.9
Midpoint	112	118	282.6	279.8
Maximum	112	118	358.3	354.6

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Top Strategic Planning Executive 110.101.130

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110.101.130 Top Strategic Planning Executive

Responsible for the establishment of organization objectives, in the development of organization long-range and strategic plans, the identification of organization strengths and weaknesses, and business opportunities. May conduct special studies for top management in areas such as the organization's operational effectiveness, capacity utilization, operating cost containment, etc. May be responsible for mergers and acquisitions activity. Frequently reports to a Chief Executive Officer Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Consumer Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	17	17	209.7	283.0	320.0	341.7	425.1	465.6
Base Salary - Org Wtd	17	17	209.7	283.0	320.0	341.7	425.1	465.6
Base Salary - Incentive Eligible	17	17	209.7	283.0	320.0	341.7	425.1	465.6
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	15	15	83.9	119.7	150.0	208.9	308.0	428.5
Short-term Incentive (Actual)	15	15	64.1	79.8	123.3	205.9	376.4	465.9
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	14	14	26.2	79.5	281.5	372.6	509.7	1,101.5

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	17	17	292.9	344.2	431.5	525.5	753.6	911.9
Total Cash Comp (Actual) - Org Wtd	17	17	292.9	344.2	431.5	525.5	753.6	911.9
Total Cash Comp (Actual) - Rcvrs	16	16	292.4	342.2	434.1	535.8	766.6	927.9
Total Cash Comp (Target)	16	16	298.7	338.3	451.3	539.3	748.0	886.0
Total Cash Comp (Target) - Rcvrs	15	15	293.3	385.6	452.6	554.1	748.0	891.8

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	17	17	349.8	381.0	546.5	832.3	1,268.9	1,638.0
Total Direct Comp (Actual) - Rcvrs	14	14	340.5	417.5	695.8	925.7	1,305.0	2,036.3

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	16	16	94%
Sales Incentive	0	0	0%
Profit Sharing	2	2	20%
Long-term Incentive	14	14	88%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	57%	57%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	50%	43%
Performance Shares/Share Units	57%	57%
Performance Cash Units	7%	0%
Long-term Cash	21%	21%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	15	15	54.7%	54.7%
Short-term Incentive (Threshold)	5	5	25.6%	25.6%
Short-term Incentive (Target)	15	15	56.6%	56.6%
Short-term Incentive (Maximum)	10	10	107.4%	107.4%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	14	14	91.6%	91.6%

Salary Range (Mean)				
Minimum	9	9	251.6	251.6
Midpoint	9	9	349.0	349.0
Maximum	9	9	446.4	446.4

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Energy

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	14	14	198.4	250.0	310.5	328.9	370.9	542.3
Base Salary - Org Wtd	14	14	198.4	250.0	310.5	328.9	370.9	542.3
Base Salary - Incentive Eligible	13	13	212.1	265.0	312.0	338.0	374.2	566.8
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	10	10	115.4	147.9	165.5	208.5	236.9	482.2
Short-term Incentive (Actual)	13	13	60.5	147.2	204.6	253.8	272.3	676.2
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	8	8	--	185.6	355.2	580.9	882.7	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	14	14	210.9	398.4	509.6	564.6	649.8	1,155.0
Total Cash Comp (Actual) - Org Wtd	14	14	210.9	398.4	509.6	564.6	649.8	1,155.0
Total Cash Comp (Actual) - Rcvrs	13	13	272.6	412.2	519.4	591.9	656.5	1,227.4
Total Cash Comp (Target)	12	12	255.8	405.0	465.2	516.1	559.8	1,011.8
Total Cash Comp (Target) - Rcvrs	10	10	366.3	442.4	486.0	556.3	589.4	1,117.2

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	14	14	210.9	461.8	723.2	896.5	932.9	2,584.1
Total Direct Comp (Actual) - Rcvrs	8	8	--	785.3	915.0	1,262.7	1,510.1	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	13	13	93%
Sales Incentive	0	0	0%
Profit Sharing	1	1	13%
Long-term Incentive	11	11	79%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	27%	13%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	73%	88%
Performance Shares/Share Units	73%	75%
Performance Cash Units	0%	0%
Long-term Cash	9%	13%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	13	13	67.7%	67.7%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	10	10	58.1%	58.1%
Short-term Incentive (Maximum)	6	6	116.0%	116.0%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	8	8	139.0%	139.0%

Salary Range (Mean)				
Minimum	7	7	235.8	235.8
Midpoint	7	7	295.7	295.7
Maximum	7	7	355.5	355.5

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Responsible for the establishment of organization objectives, in the development of organization long-range and strategic plans, the identification of organization strengths and weaknesses, and business opportunities. May conduct special studies for top management in areas such as the organization's operational effectiveness, capacity utilization, operating cost containment, etc. May be responsible for mergers and acquisitions activity. Frequently reports to a Chief Executive Officer. Note. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Financial Services

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	13	13	154.7	186.6	241.8	266.5	332.3	463.0
Base Salary - Org Wtd	13	13	154.7	186.6	241.8	266.5	332.3	463.0
Base Salary - Incentive Eligible	13	13	154.7	186.6	241.8	266.5	332.3	463.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	12	12	34.2	48.9	102.5	129.9	229.5	286.3
Short-term Incentive (Actual)	12	12	28.5	70.3	126.8	201.1	341.2	567.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	11	11	14.5	34.2	146.5	148.7	209.5	414.3

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	13	13	161.3	247.7	357.2	453.4	641.0	1,009.2
Total Cash Comp (Actual) - Org Wtd	13	13	161.3	247.7	357.2	453.4	641.0	1,009.2
Total Cash Comp (Actual) - Rcvrs	12	12	199.5	273.1	375.5	478.9	677.2	1,048.1
Total Cash Comp (Target)	13	13	190.0	241.1	350.6	386.4	546.3	710.5
Total Cash Comp (Target) - Rcvrs	12	12	188.7	234.7	352.1	395.5	578.8	726.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	13	13	202.1	307.2	503.7	579.2	767.3	1,347.2
Total Direct Comp (Actual) - Rcvrs	11	11	197.6	269.2	503.7	582.7	759.1	1,488.6

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	13	13	100%
Sales Incentive	0	0	0%
Profit Sharing	1	1	11%
Long-term Incentive	11	11	85%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	27%	27%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	82%	82%
Performance Shares/Share Units	36%	36%
Performance Cash Units	9%	0%
Long-term Cash	36%	36%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	12	12	62.4%	62.4%
Short-term Incentive (Threshold)	4	4	--%	--%
Short-term Incentive (Target)	12	12	45.7%	45.7%
Short-term Incentive (Maximum)	9	9	78.2%	78.2%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	11	11	51.2%	51.2%

Salary Range (Mean)				
Minimum	7	7	196.3	196.3
Midpoint	7	7	276.8	276.8
Maximum	7	7	357.4	357.4

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High Tech (Manufactured Products)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	11	13	211.8	226.6	240.0	251.5	265.7	321.1
Base Salary - Org Wtd	11	13	210.8	233.9	240.0	253.8	261.0	323.0
Base Salary - Incentive Eligible	10	12	--	--	238.6	245.4	--	--
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	10	12	--	--	76.0	81.1	--	--
Short-term Incentive (Actual)	10	12	--	--	84.5	94.3	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*6	7	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	11	13	279.8	301.3	325.0	338.6	363.0	448.8
Total Cash Comp (Actual) - Org Wtd	11	13	281.5	310.5	325.0	340.0	360.8	467.9
Total Cash Comp (Actual) - Rcvs	10	12	--	--	321.5	339.7	--	--
Total Cash Comp (Target)	11	13	271.5	289.0	324.0	326.4	342.8	429.3
Total Cash Comp (Target) - Rcvs	10	12	--	--	322.1	326.5	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	11	13	279.8	301.3	474.4	420.7	527.8	557.2
Total Direct Comp (Actual) - Rcvs	*6	7	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	10	12	92%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	9	11	85%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	18%	--%
Share Appreciation Rights (SARs)	0%	--%
Restricted Shares/Share Units	82%	--%
Performance Shares/Share Units	9%	--%
Performance Cash Units	0%	--%
Long-term Cash	73%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	10	12	37.7%	37.7%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	10	12	33.5%	32.5%
Short-term Incentive (Maximum)	6	8	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	6	7	--%	--%

Salary Range (Mean)				
Minimum	9	11	187.9	187.4
Midpoint	9	11	253.4	252.3
Maximum	9	11	319.0	317.1

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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High Tech (Services)

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	8	8	--	216.4	335.1	335.6	460.2	--
Base Salary - Org Wtd	8	8	--	216.4	335.1	335.6	460.2	--
Base Salary - Incentive Eligible	7	7	--	280.6	370.3	362.1	460.2	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	7	7	--	98.2	201.0	207.0	322.0	--
Short-term Incentive (Actual)	7	7	--	138.4	235.4	253.4	371.9	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	5	5	--	--	330.2	462.1	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	8	8	--	279.2	612.7	557.8	800.1	--
Total Cash Comp (Actual) - Org Wtd	8	8	--	279.2	612.7	557.8	800.1	--
Total Cash Comp (Actual) - Rcvs	7	7	--	419.0	670.0	616.0	832.1	--
Total Cash Comp (Target)	8	8	--	284.8	528.2	516.8	762.3	--
Total Cash Comp (Target) - Rcvs	7	7	--	378.9	555.4	569.2	782.0	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	8	8	--	340.1	709.6	846.6	1,514.0	--
Total Direct Comp (Actual) - Rcvs	5	5	--	--	877.4	1,079.5	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	7	7	88%
Sales Incentive	0	0	--%
Profit Sharing	1	1	--%
Long-term Incentive	5	5	71%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	60%	40%
Share Appreciation Rights (SARs)	20%	0%
Restricted Shares/Share Units	80%	80%
Performance Shares/Share Units	40%	20%
Performance Cash Units	20%	0%
Long-term Cash	60%	40%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	7	7	66.7%	66.7%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	7	7	54.0%	54.0%
Short-term Incentive (Maximum)	2	2	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	5	5	111.6%	111.6%

Salary Range (Mean)				
Minimum	3	3	--	--
Midpoint	3	3	--	--
Maximum	3	3	--	--

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Insurance

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	25	27	163.2	210.0	240.0	253.2	293.6	338.7
Base Salary - Org Wtd	25	27	162.4	212.5	240.0	256.3	306.6	344.8
Base Salary - Incentive Eligible	22	24	166.3	210.0	244.0	257.3	313.2	347.9
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	20	20	48.3	71.0	91.4	101.2	125.4	175.1
Short-term Incentive (Actual)	20	22	42.4	64.7	123.1	128.3	167.1	245.3
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	13	15	27.1	47.6	116.4	134.5	186.2	352.8

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	25	27	212.5	241.3	340.5	357.8	455.0	539.8
Total Cash Comp (Actual) - Org Wtd	25	27	209.8	235.6	351.7	358.2	466.8	544.1
Total Cash Comp (Actual) - Rcvs	20	22	218.0	329.5	364.6	386.7	481.0	550.5
Total Cash Comp (Target)	23	23	201.3	277.9	336.0	347.4	424.2	495.5
Total Cash Comp (Target) - Rcvs	20	20	209.3	300.8	339.2	367.2	458.3	497.9

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	25	27	219.9	260.0	405.7	432.5	546.2	798.4
Total Direct Comp (Actual) - Rcvs	13	15	258.0	405.7	507.2	547.5	755.5	841.4

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	22	24	92%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	15	17	65%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	47%	40%
Share Appreciation Rights (SARs)	6%	7%
Restricted Shares/Share Units	53%	53%
Performance Shares/Share Units	35%	33%
Performance Cash Units	18%	0%
Long-term Cash	41%	33%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	20	22	47.8%	49.4%
Short-term Incentive (Threshold)	9	9	16.9%	16.9%
Short-term Incentive (Target)	20	20	36.8%	36.8%
Short-term Incentive (Maximum)	15	15	63.8%	63.8%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	13	15	53.1%	49.1%

Salary Range (Mean)				
Minimum	18	20	175.1	170.8
Midpoint	18	20	241.4	236.0
Maximum	18	20	307.6	301.3

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization